

DOCUMENT RESUME

ED 415 299

UD 032 077

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TITLE The Past Informs the Future. A Historical Perspective
1975-1997.
INSTITUTION Rutgers, the State Univ., New Brunswick, NJ. Center for
Strategic Urban Community Leadership.
SPONS AGENCY New Jersey State Dept. of Community Affairs, Trenton. Center
for Hispanic Policy, Research, and Development.
PUB DATE 1997-00-00
NOTE 90p.
PUB TYPE Reports - Evaluative (142)
EDRS PRICE MF01/PC04 Plus Postage.
DESCRIPTORS *Community Programs; *Hispanic Americans; Policy Formation;
Program Effectiveness; Program Evaluation; *Public Policy;
*Research and Development; Surveys
IDENTIFIERS *New Jersey

ABSTRACT

The Center for Hispanic Policy, Research, and Development (New Jersey), formerly known as the Office of Hispanic Affairs, is celebrating its 20th anniversary. After two decades of service to the Hispanic community of New Jersey, it is appropriate to consider the historical evolution of the Center. This retrospective analysis documents and recognizes the Center's accomplishments and aims to guide the Center's future by analyzing its past. This report documents the evolution of the Center from its inception in 1975 through its current operations and projected challenges. Data were collected through a survey sent to 135 center personnel and Hispanic community leaders, 5 focus groups considering the Center's role, and key informant interviews. The report is organized into three definitive periods that make up four phases: (1) 1975-1979, the beginning; (2) 1980-1989, growth and development; (3) 1990-94, expansion and opportunity; and (4) 1994-1997, collaboration, innovation, and efficiency. Critical to measuring the success of the Center over the next few years will be the extent to which the Center can help Hispanics improve access to the resources that people need to improve the quality of their lives: education, employment, health care, safety, and security. An appendix presents four charts outlining Center functions and organization. (Contains 115 annotated references.) (SLD)

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*1/ HISTORICAL PERSPECTIVE
1975-1997*

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A HISTORICAL PERSPECTIVE
1975-1997

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FOREWORD

This report was commissioned by the Center for Hispanic Policy, Research and Development, Department of Community Affairs and is part of a series of studies conducted by the Center for Strategic Urban Community Leadership (CSUCL), Rutgers University - Camden Campus. This report documents the historical evolution of the Center for Hispanic Policy, Research and Development from its original establishment as an Office in 1975, through its current operations, and projected challenges and possible directions for the 21st century.

The Center for Hispanic Policy, Research and Development's mission -- to empower the Hispanic community in New Jersey through the process of inclusion in policy development and relevant services - is at the forefront of Governor Christine Todd Whitman's agenda. After years of work and considerable thought and documentation, the findings concluded that the assumptions, while they are still correct, require some refinement. The leadership in the Latino community remains convinced that reforming our public child and family serving systems is necessary to improve outcomes for large numbers of disadvantaged Latino children and their communities. The Center for Hispanic Policy, Research and Development's leadership seeks changes in the Latino neighborhoods so that they can provide the networks and supports necessary to create social environments in which families and kids can thrive.

Given these considerations, this historical study recommends new areas of development, which we believe, if met will enhance the Center's ability to fulfill their mission. First, the findings indicate that the Center should commit to making a significant contribution toward demonstrating that social environments can be altered in ways that produce stronger families, and in turn, improved outcomes for the Latino community's poorest children. Second, the Center for Hispanic Policy, Research and Development should commit to making a significant contribution toward helping to translate the public's wish for good outcomes for children into the Latino community's public will to trigger the action necessary to alter environments, strengthen families, and ultimately improve those outcomes for our most disadvantaged children and families.

Over the next five years, the Center has the opportunity to demonstrate that a comprehensive approach to community transformation, one that combines and applies the best of what is known about family support, public systems reform, and community building is possible and necessary. A historical lesson we learned from these findings is that impoverished communities can take on a new look and a new life, they can generate a level of enthusiasm, momentum and perseverance sufficient to create a new configuration of community supports to help families and their children not just cope, but thrive. If such transformations can occur,

they will go a long way, toward breaking what has become a suffocating nexus between place and rotten outcomes for Latino children and families.

Given the major investments during the past ten years, the Center will continue to nurture and mobilize widespread, deep and active support among policy makers, opinion leaders, and the Latino public at large to expand and institutionalize successful strategies on behalf of Latino children and families who are now at risk of failure. Achieving the objectives set forth in this study will require new information technologies, continued support of funding for urban leadership development programs for Latino youth, re-allocation of resources for community based agencies and enhanced emphasis on communicating with multiple audiences. The Center continues to reiterate its commitment to enhance its ability to provide oversight and guidance by ensuring that all members of the Advisory Committee and corporate supporters develop a deep strategic understanding of the mission, goals assumptions, and strategies, as well as an informed confidence in the competence, integrity and judgement of key staff. Such commitment is needed to allow them to authorize and defend grant decisions genuinely; see how individual grants and grantees fit into the larger strategic investment plan; and actively help develop and refine future strategies.

This study is a product of the collective experiences and analyses of the Center's staff, advisory board, funders and supporters and their notions of how we can build on what they have accomplished and learned from our investment to date. This report is more evolutionary than revolutionary, in that it grows out of our well-grounded sense of what must be done to move the vision for Latinos in New Jersey to a more refined and effective stage of development. We remain confident in the Center's leadership and their ability to improved long-term impact on outcomes for the most vulnerable Latino families in the State of New Jersey.

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ACKNOWLEDGEMENTS

All of the participants in this information gathering process were very cooperative. All were eager to formalize a historical record of the Center's successes and challenges, with the hope that the Center would continue to be an important force in effecting positive change for New Jersey's Latino communities.

The Rutgers' Center for Strategic Urban Community Leadership, on behalf of the Center for Hispanic Policy, Research and Development, would like to thank all of those individuals who did assist in the development of this Report by sharing their memories, analytical perspectives, and recommendations.

A special acknowledgment to the Blatner Associates for their research assistance and initial gathering and collection of data for this report; to the staff of the Center for Hispanic Policy and Research for their support and guidance; and finally to the Rutgers' Center for Strategic Urban Community Leadership staff for their assistance in finalizing the publication of this report.

Finally, this report would not have been possible without the support of the New Jersey Department of Community Affairs; the Department of State, New Jersey Historical Commission; the New Jersey Housing Mortgage Finance Agency; and, PSE&G.

INTRODUCTION

The Center for Hispanic Policy, Research and Development (CHPRD), formerly known as the Office of Hispanic Affairs (OHA), is celebrating its 20th Anniversary. The primary mission of the Center is to empower the Hispanic community in New Jersey through the process of inclusion in policy development and relevant services. The Center's mandate includes:

- ◆ The administration of grant dollars to Hispanic community based organizations
- ◆ Technical assistance and referral services aimed at empowering Hispanic community based organizations;
- ◆ Creating training/employment opportunities for Hispanic college interns (a source of potential leadership)
- ◆ Conducting and supporting research on Hispanics in New Jersey

After two decades of service on behalf of Latino communities in New Jersey, it is appropriate to consider and to celebrate the historical evolution of the Center. This retrospective analysis will serve two important purposes. It will:

- ☐ Document and formally recognize the Center's accomplishments; and,
- ☐ Serve to guide the Center's future by analyzing the struggles of the past.

In order to accomplish this task, the Center collaborated with the Center for Strategic Urban Community Leadership (CSUCL) at Rutgers, the State University of New Jersey. This report, developed by CSUCL, will document the activities of the Center from its original establishment as an Office in 1975, through its evolution during the interim decades, its current operations, and projected challenges and possible directions for the 21st century.

Methodology

■ Primary Research

In order to assemble relevant information on the Center for Hispanic Policy, Research and Development (CHPRD), a variety of data collection methods were utilized. **Primary Research** activities included:

- ☐ Survey Questionnaire
- ☐ Focus Groups
- ☐ Key Informant Interviews.

Survey Questionnaire

The **Survey Questionnaire** was distributed to prior Directors of the Center, as well as to Latino leaders in New Jersey. Those leaders included the Directors of Community Based Organizations (CBOs), which provide a wide variety of social services to Latino communities across the state; legislators; and others who have helped to shape the status of Latinos in New Jersey. The Survey asked respondents their perceptions of why the Office for Hispanic Affairs was originally established. It also requested their opinions on the various stages of development, organizational changes, mission, and its effectiveness and accomplishments over the past two decades, in identifying and meeting the needs of Latinos. Finally, respondents were asked for their recommendations for making the Center even more responsive to the community and effective in the future. A total of 135 questionnaires were disseminated through the mail.

Focus Groups

Focus Groups were also convened as part of the project's primary research effort. Three of these groups were attended by Directors of CBOs serving the Latino communities. One focused on CBO perspectives from South Jersey and was held at Rutgers University-Camden. Two others were attended by leaders from North and Central Jersey and were held in Newark and Trenton. A fourth Focus Group was designed to solicit input from the members of the CHPRD's Advisory Committee, and was held at the Center's Office in Trenton. A final Focus Group was held with CBO directors and staff working with housing programs. These Groups took place in November and December of 1995 and in January and early April of 1996. Each Focus Group had the benefit of a professional facilitator who, following the Group, developed a summary of the discussions. Questions asked of the participants were consistent with the general format of the Survey Questionnaire described above.

Key Informant Interviews

In order to ensure that information was gathered from as many key sources as feasible, individual **Key Informant Interviews** were also conducted by telephone, with several previous Center Directors who had been unable to complete the mailed Survey Questionnaire.

■ Secondary Research

Secondary Research sources included the gathering, review, and analysis of all documented information on the Center. These materials included information such as the following:

- ☐ original, enabling legislation;
- ☐ internal communications and reports;
- ☐ newspaper articles; and,
- ☐ State government documents available from the New Jersey Library and Archives.

The organization of this Report mirrors the three definitive periods in the history of the Center itself. They include four phases:

- ◆ **Phase I: 1974-1979 -- The Beginning**
- ◆ **Phase II: 1980-1989 -- Growth and Development**
- ◆ **Phase III: 1990-1991 -- Expansion and Opportunity**
- ◆ **Phase IV: 1992 - 1997 -- Collaboration, Innovation and Efficiency**

Information pertinent to each period of transition is examined and analyzed. That information includes, but is not limited to, the Center's:

- 1) stated mission and goals for that time period;
- 2) leadership -- the Director(s) and the Advisory Committee;
- 3) organizational structure;
- 4) community relations;
- 5) major initiatives; and,
- 6) financial resources.

PHASE I: 1975-1979--The Beginning

Phase I reflects the time period associated with the creation of the Office of Hispanic Affairs (OHA) and the development of its original mission. This first phase represented a critical period in the development and growth of the Office. Additionally, throughout the 1970's, the OHA made an invaluable contribution to the State's administration by coordinating the efforts of all Departments of State government whenever they dealt with Spanish-speaking organizations or individuals in New Jersey. This coordination was a key indicator that the Latino community was emerging as a visible and viable group to be recognized in the public policy setting.

The Office of Hispanic Affairs (OHA) was first housed within the Division of Human Resources in the Department of Community Affairs, and was initiated on January 1, 1975 for the purpose of assisting the Latino population in the State of New Jersey in gaining access to and participating in the public policy process. Governor Brendan Byrne announced the establishment of this agency during the fifth annual convention of the Puerto Rican Congress of New Jersey, on November 4, 1974. At that time, the Governor asked the Puerto Rican Congress to recommend personnel for the Office and members to serve on an Advisory Committee. The new Office was to function as a unit of the State's Division of Public Affairs, and its purpose was to *"provide better communication and liaison between the Hispanic community and the Governor's Office."* The stated mission and goal of the Office was to offer technical assistance in the areas of funding, community organization, research and information dissemination to various Latino organizations and groups throughout the State.

The Office of Hispanic Affairs was initiated on January 1, 1975 for the purpose of assisting the Latino population in the State of New Jersey in gaining access to and participating in the public policy process.

In 1975, Department of Community Affairs Commissioner, Patricia Q. Sheenan announced the appointment of Carlos Veguilla of Jackson Township to be the first to head the OHA. Veguilla, a native of Puerto Rico, was a community program analyst for the Department of Community Affairs before becoming Director. Director Veguilla's primary responsibility was to coordinate the allocation of funds earmarked by the Legislature for use by local Latino community groups and to provide technical assistance to these groups. In a recent interview, Mr. Veguilla said he felt these activities were the first step to establishing the Office in the Latino community and that the funds and assistance were well received. The

Office of Hispanic Affairs emerged in 1975 with an appropriation from the State Legislature of approximately \$300,000 (See Appendix). The first year funding strategy directed money from the OHA to a wide range of community-based organizations representing and providing services to the growing Latino population in the State. These groups included: ASPIRA of Newark, FOCUS of Newark, La Casa de Don Pedro of Newark, PACO of Jersey City, PROCEED of Elizabeth, Hispanic Information Center of Passaic, COPRA of Camden, CASA PRAC of Vineland, and PRAB of New Brunswick. Other groups, such as PRAC of Swedesboro, and Dover Credit Union received technical assistance in organizing programs to service Latino groups in their localities.

Because of limited OHA funding, Director Veguilla proposed a training program for professionals, para-professionals and volunteers within the participating CBOs, as a strategy for the most efficient and effective delivery of services, within current financial constraints. Veguilla recommended developing four components:

In-service management seminars, on topics such as: administrative procedures, fiscal management, program planning, staff training, financial development/fundraising, etc.;

In-service training on topics such as: Social Security Act and its provisions, case history writing, completion of required State reports and record keeping;

Training stipends: to allow for appropriate staff in the Latino agencies to enhance their own professional proficiency by taking approved courses in administration, education, social work, counseling and guidance, etc; and,

Seminars on Latino awareness: These recommendations were the first attempt to operationalize the spirit of the legislation which established the Office and to implement a meaningful plan to increase the service delivery capacity within the Latino community itself.

Although by most accounts the OHA was off to a good start within the community and he administration, it also received its share of criticism. The Puerto Rican Congress of New Jersey was a vocal critic during the earliest stages of the Office. While the criticism of the Office was in part a broader attack by the Congress on what was described as the ineffectiveness of the State's affirmative action plan to hire more Spanish speaking employees in State government, the OHA was moved to develop a higher profile internally, in its dealings with other State entities, and externally in its dealings with the public, in order to respond positively to its critics.

Only one year later in 1976, a new Director was chosen to replace Mr. Veguilla and a significant policy decision was made which assisted the Office in achieving its goal to help local community-based organizations in meeting funding objectives. Led by *Director Luis Garcia*, the OHA was charged with the administration of \$250,000 in state-aid grants to

support Latino service agencies in New Jersey. A major administrative policy decision was made for Fiscal Year 1976, in conjunction with the Title XX program which funded a wide variety of social services, under the Social Security Act.

The interdepartmental agreement between the Departments of Community Affairs and the then Department of Institutions and Agencies had previously given control of state and federal funds to the OHA. As a result, OHA was responsible for negotiating contracts, making payments, and monitoring programs, but every step had to be approved by the Department of Institutions and Agencies. (This Department is now known as the Department of Human Services.) As a result, delays in contract processing resulted. To better serve the agencies, the Office removed itself from the process of grants administration. Under the new procedure, the Department of Institutions and Agencies administered the grants, and the Office provided the critical local match funds as well as technical assistance.

The bulk of Fiscal Year 1976 funds was used to match Social Security Act Title XX federal funds through an interdepartmental agreement with the Department of Institutions and Agencies, to support nine Juveniles in Need of Supervision (JINS) and three Family Planning programs. The balance supported other social services programs. In addition, several projects were initiated by the OHA during this time to improve other services to Latinos living in New Jersey. Examples included:

- A CETA grant to upgrade the level of OHA staff;
- A Title XX training proposal, prepared in cooperation with Rutgers University, to train service staff of Latino CBOs;
- A research project completed to update information on demographic, income, employment, social, and educational characteristics of the State's Latino population;
- A seminar held to explore the roles of the Office and Spanish speaking leadership in the State; and,
- A project to revise and translate into Spanish "*A Guide to the Landlord/Tenant Relationship*", a publication of the Department of Community Affairs' Division on Housing.

Other services were provided by the Office on an as needed basis, such as the translation of letters, Civil Service tests, and other documents, as well as mediation in local disputes involving the Latino community. As a means of promoting employment opportunities for

Latinos, the Office maintained a resume bank and developed an informal relationship with the US Civil Service Commission's Newark Area Office. This latter relationship resulted in the hiring of nine persons referred by the OHA. The OHA also helped to organize the first Puerto Rican Festival at the Garden State Arts Center.

Jose Agosto became Director of the Office in 1977 and remained in that position through 1979. During his tenure, the OHA was devoted to promoting and assisting a variety of

Other services provided by the Office of Hispanic Affairs included translation services, voter registration, mediation in local disputes involving the Latino community.

initiatives and programs targeting the Latino community, particularly at-risk youth. Working on a state level, the OHA and the Division of Housing and Urban Renewal joined efforts to increase Latino participation in the Federal Rental Assistance Program which aids low-income, handicapped, and elderly people. The Office continued to coordinate efforts with other state departments dealing with Spanish speaking organizations and assisted those departments with affirmative action and employment opportunities for Latinos. In particular, the Department of Civil Service and its Hispanic

Advisory Committee benefited from the OHA's input in matters relative to equal employment opportunities and affirmative action. The OHA continued its resume bank and assisted the County and Municipal Government Study Commission in locating bilingual personnel for a Preservation Program Survey in Hoboken and Hackensack.

In an effort to improve coordination of services and to expand the variety of services available to Latinos, the Office met monthly with directors of community-based organizations from throughout the state. Important public service brochures, such as one on relocation, and another on home energy, *"Keeping Warm—How to Weatherproof Your Home"*, were translated and distributed to Latino organizations and agencies to disseminate to individuals in key communities across New Jersey. Also, other nonprofit agencies which were sponsoring bilingual programs were eligible for financial and technical assistance from the Office.

During the late 1970's, the Office also had involvement in Atlantic City during that municipality's capital redevelopment activities. The Office again provided Latino leaders and community-based organizations with technical assistance in housing and social services and in negotiating with the municipal administration to develop programs which would meet the most pressing needs of Latino residents in that area.

During 1977 and 1978, specifically, the OHA coordinated projects for 38 Latino agencies throughout New Jersey. As a result of the programs administered by these agencies, Latino

residents were provided with services such as family planning, day care centers, multi-service centers, and economic development.

A significant historical event which occurred at the end of this decade served as a turning point for Latinos in the State of New Jersey and had an equally significant impact on the OHA itself. The Mariel Boat Lift brought many economically disadvantaged Cubans with a myriad of needs into the country and into Hudson County, New Jersey in particular. Working closely with the Cuban Refugee Task Force and the North Hudson Community Action Corporation throughout the year, the Office monitored the heavy influx of Cuban refugees into the State. This time period marked a key transition in the OHA.

Prior to this point, the Office had focused primarily on the Puerto Rican community given that most of the community-based organizational leaders were of Puerto Rican origin, as were their clients and the Office's own leadership. Cubans were generally considered by the Latino community to be more middle-class and "not in need" of social services and community-based service assistance. The new Cuban immigrants, however, required a great deal of assistance and, as result, emerged as a new client population to be served by the OHA.

PHASE 2: 1980-1989: Growth and Development

In the early 1980's, the impact of the OHA was widely felt, yet much more remained to be done. Politically, both parties recognized the importance of working with and supporting the growing Latino community in the State. The Democratic legislature wanted to do something visible for what they considered to be an important part of their constituency and Governor Tom Kean felt that the Latinos' historical orientation to vote democratic could feasibly be changed with some attention from a Republican administration.

In addition, during the 1980's many other Latino immigrants came into New Jersey. Dominicans significantly increased in the Perth Amboy area, for example, as well as Central Americans entering into Passaic County and South Jersey. As the numbers of non-Puerto Ricans and non-Cubans increased, the OHA experienced a natural shift in its operations from solely an urban, Puerto Rican and Cuban focus, to a broader Latino, combined urban and rural emphasis.

The Office developed a greater recognition and understanding that the Latino community in New Jersey was a very diverse one...

South Jersey's Latino voice emerges as a leader during this time. It had been the hope of local community-based organizations and leaders, since the 1980s, that South Jersey would garner more attention from the Office, given that dollar allocations to North Jersey had been significantly greater since the Office's inception. In Wildwood and Salem County, an agrarian-based community of Latinos emerged, isolated from the rest of the County, who greatly needed services and assistance. There were other pockets of Latino poverty throughout South Jersey. The Office at that time developed a greater recognition and understanding that the Latino community in New Jersey was a very diverse one, with many different cultural influences and needs particular to each of those individual communities. South Jersey's Latino community was one with a long tradition and history of migrant farmworker roots and very different from North Jersey's Latino community. Latinos who migrated to South Jersey tended to be more agriculturally oriented and tended to settle in local cities such as Camden, Vineland, and Salem.

The leadership of the OHA became a critical issue to the Governor's administration and an attempt to stabilize the post through continuity and greater longevity became an operational goal. After an extended period in which the Office had no Executive Director and therefore no leadership, then Governor Kean and the DCA Commissioner wanted to appoint someone who was acceptable to the Latino community and could also provide administrative and policy direction to the agency. *David Matos* who was then working in the Governor's Office, and had roots in both the Cuban and the Puerto Rican communities, was asked to take the position. Matos served between 1980 and 1981 until *Manuel Segura* was appointed. Segura

served between 1981 and 1983. While the tenures were brief, the Directors were both very committed to the Office and both were viewed as effective leaders.

Director Matos restored the Office's credibility among the Latino communities, as well as within the State bureaucracy and with the Legislature. The large grant processing backlog which had accumulated during the period in which the Office had no Director was addressed. One of Matos' priorities was to visit the various funded agencies and to look at what they were actually accomplishing in the Latino communities which they served. He recognized that the original intent of the Office was not solely to process and manage contracts, but to also ensure that quality services were funded and delivered, which addressed real needs in appropriate communities. A more comprehensive approach to service delivery and grants management was adopted by the Office at this time.

In addition, prior to Matos' tenure, the Office was continually inundated with translation requests from State agencies. Rather than devote the Office's limited staff resources to that task, Matos compiled a resource list of translation services statewide and distributed it to those State agencies requesting assistance. In addition to redirecting the Office's staff time to other activities, this action also provided employment assistance to those alternative translation resources, most of whom were grassroots Latino individuals.

Another major objective accomplished during this time period by OHA was to provide Latino grantees with the necessary level of technical and fiscal assistance to support a more effective utilization of their own human and material resources. Dollars and staff were allocated and utilized more effectively. Dollars allocated for use by Latino programs during the 1980s provided such concrete and varied services as:

- job training and placement
- translations
- referrals to social service and law enforcement agencies
- police and court interpreters
- negotiation services to improve relationships between school authorities and Spanish-speaking students and parents
- youth counseling and recreation
- family planning
- day care
- economic development

Public awareness campaigns were also launched to educate Latinos to seek the social services and other assistance they needed from the human service sector.

By using the concept of leveraging appropriated State Aid funds to attract federal funds, the appropriation of approximately \$650,000 in State Aid Funds resulted in a total yield of \$1,565,186 in combined state and federal funds, which was used to provide services to the Latino community. \$156,141 of the \$650,000 appropriated to OHA in 1982 was allocated to be matched on a 75:25 federal to state basis, in support of expanded Bilingual Services/Juveniles in Need of Supervision (JINS) programs administered by the Division of Youth and Family Services (DYFS). JINS represented 24% of the total OHA budget. This amount in turn yielded approximately \$468,421 in federal funds for the operation, supervision and evaluation of the JINS programs.

A bilingual/bicultural child development program was implemented with the contribution of \$36,590. Day care represented 5% of the total budget. This amount in turn yielded \$109,770 in federal funds for the operation, supervision and evaluation of the day care program. Also, \$362,128 was allocated to be matched on a 75:25 federal to state basis in support of expanded multi-service centers. This represented 56% of the total OHA budget. This amount in turn yielded \$510,000 in federal funds for the operation, supervision and evaluation of the multi-service program. \$19,647 was allocated to agencies sponsoring other services, i.e. legal services, immigration and naturalization. These represented 3% of total budget. The remaining \$82,970 was used for the Office's administrative costs.

During these first few years of the new decade of the 1980s, the OHA was busy coordinating the projects of 24 Latino agencies throughout the State. OHA continued to meet regularly with the Directors of Latino organizations. Those interactions greatly assisted in the improvement of the coordination of services and in expanding the types of services and geographical areas of service provision available to Latinos. Also, OHA negotiated and implemented a program of Immigration and Naturalization for Latino immigrants in Union City and prepared and translated various State documents. Employment opportunities in State government continued to be

The objectives of OHA continued to be to encourage the establishment, expansion, and enhancement of much needed services in Latino communities accross the state.

explored through Civil Service and facilitated by the OHA. The Office provided assistance to the Department of Civil Services' Hispanic Advisory Committee as it worked for reforms in the Civil Service system related to Latinos and continued to serve as a referral source and resource center for employment throughout State government.

During 1983, the OHA solidified and expanded the partnership between governmental agencies and the Latino community through the administration of contracts for a wide array of services. Funds were provided to the grantees through two types of grants:

- ☐ straight grants to provide services; and,
- ☐ donor agreements in which State OHA funds were leveraged and matched to federal Social Services Block Grant funds on a \$1 (state) to \$3 (federal) basis.

Priorities during this time period were to increase technical and fiscal assistance to the OHA-sponsored agencies. Because the OHA had been operating with very limited personnel, it was restricted in its capacity to provide the in-depth technical assistance that these agencies required and continuously requested. However, other articulated goals for the Office were successfully being met, and included the following:

- increased translation and interpretation services, employment referral and resume bank services;
- training in counseling techniques for the staff of the OHA- sponsored agencies;
- assistance with individual agency problem-solving and resolution;
- increasing financial resources available to match or complement other government or private funding sources;
- assist multi-service programs to consolidate and strengthen their service delivery capability;
- information exchange and internal research analysis; and
- continued monitoring of geographic areas with large influx of Cuban refugees, assisting grantee agencies in follow-up services to these consumers in need.

During the early 1980's, the OHA supported a wide variety of multi-service community-based programs for Latinos. Those programs provided various combinations of services including, but not limited to:

- Employment-related counseling
- Housing related services
- Youth Services--including ESL referral, counseling, and manpower referral programs
- Transportation
- Counseling for Families

The objectives of the OHA continued to be to encourage the establishment, expansion, and enhancement of much needed services in Latino communities across the State. Formally articulated, the OHA goals were ambitious and lengthy and included to:

- eliminate dependency by implementing programs having a direct impact on individuals and communities, specifically in relationship to the provision of information and resources necessary to achieve self-sufficiency;
- increase support to multi-service centers as an alternative available to Latino grantees. It was hoped that the implementation of such centers would enable Latino grantees to provide a broader scope of services. Available funding included service categories presently underutilized by Latinos, such as housing-related services, transportation and others;
- intensify efforts to provide holistic approaches to meet the need of Latinos (to provide comprehensive rather than piecemeal efforts);
- maximize state aid funds by utilizing Title XX of the Social Security Act to continue Juveniles in Need of Supervision (JINS), and Day Care Programs, which attract \$3 of federal funds for every \$1 of state aid funds;
- continue administrative grants;
- develop a smooth flow of OHA match monies to Latino grantees for family planning, day care, family services, youth programs, and multi-service centers;
- sponsor credit cooperatives and food cooperatives as a strategy for decreasing the problems of underdevelopment in Latino communities;
- increase efforts to seek resources to fund food cooperatives, with the emphasis on ethnic foods, and to seek federal monies to fund credit cooperatives;
- coordinate with existing food and credit cooperatives to expand their services to meet Latino requirements;
- increase the OHA's funding capability by seeking additional funding for Latino grantees through resources available to city and county governments, state departments, federal government, and the private sector;
- increase the efficiency of grantee operations by continuing the OHA's technical and fiscal assistance role, and by providing pertinent information concerning programmatic guidelines and funding possibilities;

- continue monthly meetings with the directors of Latino organizations;
- continue to refer qualified Latinos to fill vacant positions in state agencies;
- increase the OHA's capability in the area of translations;
- recognize that the Cuban refugees reflect the status of, and have the same economic and social needs as, all Latinos;
- implement two alcoholic prevention programs in South Jersey to address the farm workers' community;
- implement two drug preventive programs in North and Central Jersey;
- implement one retraining program in word processing; and
- implement one master housing program in New Brunswick.

By 1984, the OHA had become even more visible as it expanded activities across the State. Together with the Thomas Edison College, the OHA began a statewide program of recruiting Latinos to aid them in acquiring their Bachelor's Degrees. **Director Mike Garcia, appointed in 1983**, met with the Director of the Council on Compulsive Gambling for New Jersey, Inc. to discuss plans for a program on compulsive gambling for Latinos in New Jersey. The OHA also worked on efforts with Channel 41 to launch a massive campaign for voter registration to increase the numbers of Latinos eligible to vote. Garcia advised all Latino CBO directors that a conference called the *Hispanic Woman's Vote* would be held at the Hilton in NYC. Applications were also sent out to all major Latino organizations to participate in a *Liberty Park Festival*, with entertainment, food and craft vendors to be held that same year. The Office's public profile was more visible at this time.

Flyers that described the background and services of the OHA were printed and handed out to the community at the Liberty State Park Festival. The OHA also organized the *Hispanic Christmas Tree Program*, a program in which many Latino children spent Christmas decorating the tree at the New Jersey State House with Governor Kean.

In 1985, under the leadership of **Director Ricoel Algarin**, the OHA developed and disseminated an information package concerning the *Neighborhood Preservation Balanced Housing Program* that resulted from the Fair Housing Act of 1985. That Act appropriated 10 million dollars to address the need for low and moderate income housing. The OHA was

concerned that Latinos realize their fair share of the Act's benefits with protections against discrimination.

In 1986, the OHA focused its efforts on the employment area. The New Jersey Turnpike Authority and the Casino Control Commission announced the availability of employment opportunities. OHA Director Algarin notified community based organizations and leaders of available opportunities and was active in referring qualified persons for possible employment. An additional \$200,000 was made available through the OHA to initiate the following programs:

- 1) two alcoholism prevention programs for the benefit of farm workers in the southern part of New Jersey.
- 2) two drug abuse prevention programs, one in northern and one in the central portion of the State;
- 3) a training program to teach qualified Latinos the operation and use of popular and frequently used work processing equipment; and
- 4) a housing renovation program in New Brunswick to demonstrate the feasibility of renovating existing structures for use as clean and affordable housing for low-income Latinos, with the use of appropriately trained Latino personnel, thus providing both needed housing and needed job training.

During this period, new personnel was added to the OHA to enable it to perform more effectively. This modest increase in staff was expected to more than pay for itself in terms of freeing OHA's Director from a large portion of the administration detail which had burdened predecessors, to enable the Director's position to focus on assignments from the Governor's Office and the Department in terms of personally providing training and technical assistance to grantees, and in terms of having more time for liaison with other governmental and private sector agencies for the purpose of exploring additional financial and other assistance for grantee agencies.

\$825,000 of the 1986 budget was appropriated for use by Latino programs throughout the state to provide such services as job training and placement, translations, referrals to social services, and law enforcement agencies, police and court interpreters, etc. Also at this time, the OHA assisted Community Based Organizations (CBOs) to explore

Overall, the OHA focused on making a major effort to assume a statewide leadership role in providing individuals and communities with the information and resources necessary to gain self-support and self-sufficiency for New Jersey's Latinos.

nontraditional sources of funding via the private sector and to develop their own fund-raising capabilities. Overall, the OHA focused on making a major effort to assume a statewide leadership role in providing individuals and communities with the information and resources necessary to gain economic self-support and self-sufficiency for New Jersey's Latinos.

In fact, in 1987, James Alexander, Director of Administration - DCA, told the then *OHA Director William Cheezum* that he could sign grant contracts from the state aid account entitled OHA rather than the Division of Community Resources. This entailed OHA to assume direct fiscal accountability, as well as fostering its identity as an official State office, with specific roles and responsibilities.

The Office began the "*Hispanic Interns in Community Service*" during the summer of 1988 as a pilot program. This project placed Latino college students in a variety of summer jobs within the Department of Community Affairs to encourage them to consider careers in government, while developing and strengthening their communication and research skills.

The *OHA's Grant Management Information System (GMIS)* was initiated in October 1989. Fiscal management of grants was again conducted by the Division of Community Resources' Fiscal Office. Problems had arisen regarding the OHA's internal tracking of payments to grantees and incorrect fiscal monitoring reports submitted by grantees not being corrected in a timely fashion. Consequently, the initial purpose for the new MIS system was to automate the payment processing for the Office and to track agency payments.

In 1989, funding was recommended for 44 programs, of which nine were "new initiatives." The new initiatives were implemented in Essex, Bergen, Burlington, Middlesex, Camden, Salem, and Hudson Counties. The total appropriation was \$1,250,000. Fifty-three percent of that appropriation was recommended for donor matches, to allow awarded agencies to obtain community service block grants from the Division of Youth and Family Services, within the Department of Human Services. DYFS, at that time, was requiring funded agencies to obtain 25 percent of their DYFS grant as a "local match." Essentially, for every dollar the Center provided, the agencies received \$3.00. Historically, these matches have been a priority for funding addressed by the OHA.

The remaining appropriation was recommended for 22 "straight" grants, programs in which the Center was the main funding source. The Interns in the Community Service Program continued to be funded as well as several new computer grants. Funding for the annual internship program allowed for 24 placements. Computer grants were provided to agencies for the purpose of purchasing computer equipment to automate office and fiscal functions.

Issues and/or concerns related to the OHA at that time focused on the lack of an objective mechanism for the review of funding proposals submitted in response to the OHA's Request for Proposal. (RFP). In addition, there were no evaluative program assessments made, to assess what the funded programs accomplished for the individual Latino recipients of service.

An Advisory Committee Is Initiated

In March of 1989, the *Office of Hispanic Affairs' Advisory Committee* was formed, which rectified several of the concerns publicly raised about the lack of a uniform proposal review process completed prior to each year's funding awards. The Committee's purpose was to assist the OHA by making preliminary funding recommendations for existing and new grantees requesting funds from the OHA. All members were required to be residents of New Jersey and were given the opportunity to serve a two-year term. A chairperson is nominated and elected by the members. The Committee's chairperson presents the final recommendations of the Committee to the Director of OHA.

Over the years, the Advisory Committee has been active and provides ongoing assistance to the OHA in formulating/implementing program assessment tools that provide guidance in making funding recommendations. These tools include an annual monitoring tool, a programmatic uniform reporting format to be completed by all grantee agencies, and a computerized grants management system that provides consistent fiscal monitoring.

PHASE 3: 1990 - 1994—Expansion and Opportunity

Under *Maria Vizcarrondo-De Soto's* leadership, the new decade saw a major changing point in the OHA's history. Because of the growth of the Office of Hispanic Affairs during the 80's and an acknowledgment by the State Administration that the Office needed to broaden its base to better serve the overall Latino community, the OHA itself proposed to expand its operations and to play a greater role in directing and influencing policy in the State of New Jersey, as it impacted on the lives of Latinos.

OHA saw the need to develop a Center that could facilitate and direct government services in a comprehensive way through policy initiatives, research and direct technical assistance.

The first step in this transition occurred in 1990 with a proposal by the OHA to change the formal name and structure of the organization to better reflect its expanded mission of addressing the major issues affecting the Latino community. The OHA saw the need to develop a Center that could facilitate and direct government services in a comprehensive way through policy initiatives, research and direct technical assistance. The OHA would serve as the coordinating body and proposed that its functions be expanded to perform the following:

- Periodically gather and disseminate updated information on the status of Latinos;
- Conduct public hearings and conferences as well as special studies on problems and programs concerning Latinos;
- Administer grants to Latino CBO's providing services to the Latino community;
- Coordinate and assist with the development of demonstration projects by providing start-up support to selected agencies.
- Provide technical assistance to and collaborate with other State departments and agencies in developing new initiatives to serve the needs of Latinos, especially in the areas of culture, education, employment, health, housing and human services;
- Develop, coordinate and assist other public and private organizations in understanding the problems of Latinos;

- Evaluate existing programs and propose new legislative initiatives concerning Latinos;
- Conduct community leadership training programs for project staff,
- Enlist the cooperation of corporations and foundations to assist in supporting the above efforts; and,
- Work in partnership and provide technical support to Latino community based organizations funded by the OHA.

In order to accomplish this agenda, the OHA proposed that the name change clearly reflect the expansion of its duties and mission. However, it would be imperative that the OHA continue to report directly to the Commissioner of Community Affairs in order to maintain an all-encompassing mission. It was recommended that staff be increased from four full-time employees to twelve and that graduate interns be recruited to assist in research projects. This staff increase was crucial to meeting the expanded objectives/mission of the OHA. Finally, it was proposed that there be an increase in grants-in-aid to allow for funding of demonstration projects which had not been feasible with previous funding levels. While a final decision regarding the establishment of the Center would not occur until the summer of 1991, the Office continued to functionally advance its expanded mission.

A key initiative was the full automation of the grants management system. Changes were requested to upgrade the Grant Management Information System (GMIS) to fully automate grant processing for the Office. The following features were added with subprograms to:

1. print contracts using the Department boilerplate and extracting the specific grantee information from the GMIS database;
2. automate amendment processing to reduce the time spent by staff preparing amendment packages; and,
3. automatically calculate the various stipulations required in the grant agreement by the Department, such as the withholding, prior to termination, submission of final programmatic and fiscal reports, and the minimum fidelity bonding required.

As an outgrowth of the development of the automated system, and in combination with the OHA's outstanding track record in directing resources in the most effective manner to assist Latino CBO's, *Maria Vizcarrondo De Soto*, the newly appointed OHA Director, proposed in a memorandum, dated June 17, 1991 to Barry Skokowski, Deputy Commissioner of DCA, to expand the existing partnership between the Department of Human Services (DHS) and the OHA in order to address increased needs in New Jersey's Latino communities. It was

suggested that DHS earmark and allocate a block of funds that would be administered through OHA to address the following areas:

- **Pre-vocational training programs** that would prepare Hispanics with low skills and/or language limitations to be mainstreamed into training programs aimed at economic empowerment;
- **Crisis intervention for children and families;**
- **Case management activities** performed by Latino service providers;
- **Training and education of Latino service providers;** and,
- **Information and Referral Services.**

While awaiting word on its expanded role, the OHA developed a *Needs Assessment* to better identify the specific needs of Latino communities, as well as the needs of the agencies providing services to those communities. A questionnaire was sent out by the OHA to 26 agencies. Some of the results of the survey, with 24 agencies reporting, were as follows:

- CBOs have experienced an increase in service areas since the passage of the immigration amnesty program;
- Nine of 24 agencies reporting had satellite offices to meet the needs of the Latino community in their areas. In 1988, only six agencies had reported satellite offices. Eight other agencies stated that they would establish satellite operations if the resources were made available;
- Nine percent of Latino CBO's had undertaken housing and economic development projects in the past three to five years;
- Fifty percent of the agencies reported that their budgets were composed 100 percent of government funding and attempts to secure private funding had been futile. They also identified United Way as the main source of private funding;
- Due to budgetary constraints, 95 percent of the agencies reported that the low salaries of their employees made most of them eligible for food stamps and other entitlement programs. Furthermore, the salaries attracted candidates with less credentials than desired requiring extensive staff training;

- All 24 agencies indicated a need for technical assistance ranging from fiscal management and reporting to fundraising;
- Agencies indicated that the areas of greatest service need were prioritized as education, employment, affordable housing, emergency food, and access to health services;
- Agencies noted their systemic exclusion from the local mainstream social service networks that have traditionally garnered the state and federal grants programs as an area that must be addressed to ensure equity in funding; and,
- Agencies noted that some of the federal and state programs needed to be tailored to assist the limited English proficient Latinos who also have educational limitations.

In its continuing commitment to Latino CBO's, the philosophy of the Center has been to strengthen the capability of each agency to effectively deliver much-needed services. To this end, the Center has educated CBO's in how to diversify their funding and gain a competitive edge.

OHA Director Vizcarrondo-De Soto sent out surveys that would help the OHA compile a **directory of government initiatives**, programs and/or events that targeted Latinos throughout the State. As a result, in June of 1991, Vizcarrondo-De Soto forwarded an official request for technical assistance in automating **OHA's Hispanic Resource Library**. For the past four years, OHA had been compiling data on Latinos in a variety of areas. The Resource Library would serve as a central data center for Latino issues on a statewide level. The automated system would assist in compiling information on Latino demographics, such as age and gender information, income levels, marital status, and Latino subgroup breakdowns to name a few. It would be utilized as a system for referral and as a data bank, as well as a system that could catalogue materials available within the office.

Promising news was received by the Office of Hispanic Affairs early in 1991. The New Jersey Department of Community Affairs (DCA) issued an agency profile of the OHA and stated, *"The Office of Hispanic Affairs stands ready to work in the effort to coordinate state services and resources towards a long range plan to ensure the empowerment of this population in particular and the overall benefit of the larger society in general."* Clearly the mission of the Office and its accomplishments were being noted and approved.

In late summer 1991, the Office of Hispanic Affairs within the Department of Community Affairs became the **Center for Hispanic Policy Research and Development (CHPRD)** still within the same Department. Also established was the much needed and fought for **CHPRD Resource Library and a Bibliographic Data Base**. The name change publicly recognized the expansion of the former Office's activities into research and development. The bibliographic database was to play an integral role in providing comprehensive coverage of

information about the Latino population. Moreover it would be used by the Center to identify issues and trends important for policy development and advocacy.

The name change and perceived mission expansion received a very favorable response from the public and the Latino community in particular. The Home News even published a well-placed article highlighting the Center. However, not everything which occurred during this transition was favorable.

As part of Governor Florio's efforts to reduce the State budget, the Center's appropriation was reduced to \$1,125,000. This reduction eliminated the possibility of full personnel expansion and hampered the Center's ability to continue its effort to increase and expand community-based access to funding. In addition, the task of evaluating the proposals was made more difficult and demanding due to the reduced appropriation. Forty programs were recommended for continuous funding of which 58 percent was allocated for donor matches and 38 percent for straight grants. No new programs were considered for funding. The annual internship program was recommended for continued funding at a lower amount. Thus, the number of placements was reduced from 24 to 15. The only discretionary grant recommended was for a Hispanic Senior Citizens Conference in Bergen County.

The impact of the Center's budget reduction in appropriations was an overall 10% decrease across the board on straight grants. However, the donor matches were retained at the same level funding.

Despite the budget cuts, the overall performance of the Office, now Center, was perceived as outstanding despite its financial limitations. A performance appraisal review was submitted to Barry Skokowski, the Deputy Commissioner of DCA from Maria Vizcarrondo-De-Soto, CHPR Director. Remarkably the Center handled 40 grants and 27 agencies with only a staff of two professionals and a secretary. In addition, Ms. Vizcarrondo-De Soto and her staff accomplished all objectives articulated for accomplishment when she took over the directorship in November of 1990:

- All contracts were administered in a timely fashion.
- The Center's automated grant management program was implemented, thus allowing the staff to dedicate more time to interfacing with grantees. Also, the Center's grant program was being used as the prototype for the development of a Department-wide grant management program.

Agency surveys were distributed and profiles were compiled to assess statewide needs.

- **Field visits for technical assistance and contract compliance** were completed by March 1991. Site visits had not been conducted for the past three years. This was also the first time in ten years that all agencies had been visited for monitoring and accountability purposes.
- A **Comprehensive Program Evaluation** instrument was developed to assess the quantitative and qualitative characteristics of each funded program. This provided the Advisory Committee with objective information to rank programs seeking funding for the subsequent year. This tool also alerted staff to potential problems with time to develop a proactive plan of action.
- In the summer of 1990, the **Intern Program** was expanded to include job placements in other state, local and community based agencies other than the Department of Community Affairs.
- A program requirement for **quarterly reports** was established to allow for regular monitoring.

One of the key reasons for the success of the Center during this period was effective leadership. Director Vizcarrondo-De Soto worked cooperatively with every Division in the Department of Community Affairs and a number of other state agencies on a variety of activities she deemed important to the Center. She met monthly with the Association of Hispanic Directors to serve as a liaison to the Department of Community Affairs. The Director developed a partnership with Rutgers University and established a Latino Leaders Fellowship Program for that year's summer interns. This Institute enhanced the summer program by providing skills development and addressing public policy issues with the assistance of experts in the field. This program greatly benefited from the Director's extensive networking throughout the State which yielded pro bono services and participation, as well as several in kind contributions.

In its continuing commitment to Latino CBO's, the philosophy of the Center has been to strengthen the capability of each agency to effectively deliver much-needed services.

The newly created **Latino Fellows Leadership Institute** was launched in collaboration with the Center for Strategic Urban Community Leadership at Rutgers University, as a component of the established **"Interns in Community Service"** summer program begun in 1988. This new component was developed in partnership with the Rutgers' Center for Strategic Urban

Community Leadership (CSUCL). The core staff of the Institute included Dr. Gloria Bonilla-Santiago, an Associate Professor at Rutgers University and Director of the CSUCL, and Maria Vizcarrondo-De Soto, Director of the CHPRD. They served as joint directors of the Institute. The Institute enhanced the Hispanic Interns in Community Services Program by providing a greater opportunity for leadership development.

Over a four-year period, an overall total of \$222,013 had been invested in the Hispanic Interns in Community Service Program to provide ten to twelve weeks of internship stipends to a total of 87 students. The 1991 Leadership Institute could not have been realized without the commitment and contributions made by its collaborating partner, Dr. Gloria Bonilla-Santiago and the Rutgers' Center for Strategic Urban Community Leadership.

The CHPRD continued to play a key role in supporting and advocating for Latino community based organizations. There are approximately 50 incorporated Latino agencies in New Jersey, with registered 501c3 tax-exempt status, approved as such by the New Jersey Department of State as well as the Federal Internal Revenue Service. In 1991, CHPRD funded 26 or 50% of those agencies. With a budget of approximately one million dollars, CHPRD provided grants in aid that served primarily as a donor match for grant contracts established between the Latino agencies and the Division of Youth and Family Services (DYFS). Due to budgetary constraints, CHPRD provided a limited number of straight grants for innovative new proposals. CHPRD stood ready to help to coordinate state services and resources "towards a long range plan to ensure the empowerment of the Latino population in particular and the overall benefit of the larger society in general."

There continued to be key improvements in the operations of the Center throughout the early 90's. In Fiscal Year 1992, although the budget appropriation remained at level funding, the Center's staff did implement mechanisms for program monitoring and assessment recommended by the Advisory Committee during Fiscal Year 1991. As a result, 39 programs were renewed for funding. One new agency was funded for a Hispanic senior citizens program in Camden City. The annual internship program was continued and the Center was provided with a small allocation for "one-time" events and/or activities.

Another positive highlight was that the Advisory Committee was able to recommend a two percent across the board increase for donor matches. On the other side of the Office's "balance sheet", discontinuation of funding was recommended for two other agencies. Seven agencies were placed on probation and/or required to revise their contracted levels of services which were indicative of the increased requests from their respective communities. The major issue addressed by the Advisory Committee which required further discussion was the perceived lack of technical assistance provided to the agencies.

In February of 1992, Director Vizcarrondo-De Soto proposed expanding the Advisory Committee's role beyond the grant proposal reviews. Vizcarrondo-DeSoto recommended that the Committee assist in making preliminary funding recommendations for existing and new grantees requesting funds from the Center. In addition, she suggested that the Committee provide support, guidance and recommendations on the Center's initiatives and policy development related to CBO's. This would translate into assistance with research and training activities, assistance with advocacy activities, identifying and helping to secure resources for the Center.

In order to accomplish the aforementioned, the Director recommended the formation of sub-committees to the Advisory Committee to address:

- ☐ Research and Advocacy
- ☐ Training
- ☐ Development

In October of 1992, the Center issued a general status report on New Jersey's Latinos depicting a comprehensive profile which detailed income and housing needs. The Center itself provided direct funds to two Latino agencies to provide housing-related services. The basic goals of these programs were to provide information and referral services, assistance in obtaining rental assistance, and educating clients on tenant rights. Although the Center did not previously provide direct funds for housing, the majority of Latino agencies funded by the Center did provide housing-related services through their multi-service components. However, only one Latino agency funded by the Center was involved in housing development.

On November 10, 1992, the Center sent out a Technical Assistance Survey with the purpose of identifying and responding to self-identified areas of deficiency within the structure of Latino CBO's. The survey had four categories which examined an agency's structural and managerial background: administration, policy, budget, and programs. Under each category, the agencies were able to describe their strengths and weaknesses in running a CBO.

Various attempts to acquire additional funding to support the research and development work of the Center had been futile. The Center's workforce had been reduced to the Director, a Program Development Specialist and a Secretary. Two student interns did make it possible to undertake some of the Center's most ambitious projects for the year. The Center, despite setbacks created by limited resources and reduction in workforce, concluded 1992 with a sense of productivity and accomplishment. Major activities and accomplishments achieved by the Center during 1992 are detailed below:

Grant Administration

Twenty-five grantees were funded with programs ranging from Family and Youth Services to Community Development. Also, a small discretionary fund was maintained for special events that addressed issues important to the Latino community. During that same period of time, the Puerto Rican Statewide Parade and the Hispanic Women's Task Force Forum were supported by the Center.

There was only one Program Specialist in 1992 to undertake the tasks of site visits, program monitoring, technical assistance, maintaining contracts, files and correspondence for 25 agencies and 40 contracts. This job had been previously conducted with two program specialists who divided the responsibilities by geographical areas. In years past, there had been eight specialists handling this identical workload.

Policy Development & Research

The Director participated in various boards and councils with emphasis on policy formulation or recommendation. The Center commissioned Rutgers University to work with the Center's staff and graduate fellow to conduct a study on the *State of Hispanics in New Jersey*. This study was viewed as a mechanism through which to influence public policy regarding Latinos. In addition, a final draft on a *Hispanic Initiatives Directory* was completed and sent for printing in the summer of 1993. This Directory provided information regarding Latino directed services offered by the State agencies. Also, a college intern maintained the *Hispanic Resource Library and Data Base*.

Development

The Center held several workshops for grantees in program management and fundraising, as well as a two-day training conference. Agencies were urged to diversify their funding sources, so they would not be dependent upon one source of funds, leaving them vulnerable should that source of funding be cut.

Community Relations

The Center's Director made presentations in 56 forums and attended 52 events. The presentations centered on political, social and economic issues related to the Latino experience, as well as leadership development training. A frustration for the Center was the inability to attend major national conferences due to State restrictions on out-of-state-travel costs imposed on all State employees at that time.

Administration

Limited human resources were utilized as effectively and efficiently as possible to meet the overwhelming demands from the Center's Latino constituency, as well as from other State agencies. The Director met with the Commissioner of DCA to discuss administrative needs and participated in a follow-up session with the Chief of Staff to pursue the issue further.

In summary, the Center achieved very impressive outcomes despite its limited resources. Over the three years from 1989-1992, the Center initiated new and innovative programs with the goal of developing an empowerment agenda for the Latino community in New Jersey. The Center also recognized the fact that its accomplishments would not have been possible without the commitment and hard work and leadership provided by the Director and the Advisory Committee.

During the period from July 1, 1992 through April 30, 1993, the Advisory Committee recommended funding to 25 community-based organizations for the implementation of 40 programs. The Advisory Committee's funding recommendations were based on the assumption that the Legislature would appropriate to the Center a \$1,375,000 budget. Instead, it opted to provide the Center with a \$1,125,000 budget and awarded a special grant of \$150,000 to another Latino CBO for the purchase of a building. From July 1, 1992 through April 30, 1993, 22,345 clients were provided with service. Funds disbursed for these services totaled \$826,053.

The Center conducted focus groups to conduct an assessment of the needs of the Latino Community in New Jersey. Those participating represented Latino community leaders and professionals. One of them occurred on January 11, 1993. The participants' recommendations are summarized here:

- Latinos should recognize their current lack of political power; increase voter registration; educate community and legislators; conduct high publicity lobbying; understand the legislative process at the local and state levels; increase representation at all levels; learn to strategize within the political structure; and develop strong political leadership.
- Latinos should develop their own construction companies, enabling CBOs to get into affordable housing development; enforce landlord/tenant laws; provide tenant advocacy and education; develop a partnership with housing advocacy groups; and develop housing appropriate to Latino community demographics.
- Latino CBO's should document the needs of their community; advocate for client education; collaborate, forging partnerships within community; develop own models for training and education reinforcing the principle that all young people can learn.

- Advocate for improved education; creative human resource management; redistribute wealth for a more equitable distribution of resources; change negative behaviors.
- Forge private/public partnerships; make investments with community redevelopment groups; redirect small business administration; re-enforce affirmative action funding; eliminate red-lining; assess the impact of Enterprise Zones on the Latino community; access government procurement.

In response to the technical assistance survey administered to the Latino CBO's in October of 1992, the Center held its *first Training/Planning Session for Latino CBO's* at the Hyatt Regency Hotel in New Brunswick. The theme of the workshop was *"Hispanic Community-Based Organizations: Achieving the Competitive Edge for Tomorrow."* The purpose was to provide current grantees with the opportunity to enhance their skills and develop long range plans to strengthen their programs. The conference met the Center's mandate to provide technical assistance and referral services aimed at empowering Latino CBOs.

In 1993, the Center, in conjunction with Rutgers University, released its two year research project in a report entitled: *"The State of Affairs of Latinos in New Jersey."* This report provided an overview of the needs and concerns of the fastest growing community in New Jersey. Another Center mandate was met -- to conduct research on Latinos in the State.

In August of 1993, the Center issued a *"Status Report on Hispanic Initiatives."* Based on its findings, the study shed some light on the need to tailor the State government's initiatives aimed at the Latino communities in New Jersey. Responding to the Center's earlier report on *"The State of Affairs of Latinos in New Jersey"*, State agencies inventoried what actions each of them had taken to respond to some of the needs within the Latino community. The findings demonstrated that some efforts were, in fact, taking place. However, more had to be done in terms of expanding those State initiative programs and their community outreach strategies. Additional efforts were needed to recruit more Latinos to work in State government. The report also served as a point of departure for in-depth research for future policy recommendations to examine whether State services were meeting the Latino community's social, economic, and political needs, as those communities perceive their own needs.

Achievements in 1993 included varied activities:

- The Center awarded *grants to 47 programs in 27 CBOs* and four other non-profit institutions. Also due to lack of compliance and consistent low level of services for two years, the Advisory Committee recommended discontinuation of funding for one agency.

- An intern was assigned to be a liaison between the Center and the Ad Hoc Committee in the development of an *Alumni Association of the Latino Leaders Fellowship Institute* and the Hispanic Interns in Community Service Programs.

Though every Director of the OHA and the Center made his or her mark during his or her tenure, there was one individual whose name was raised during every Focus Group and in many of the returned questionnaires. One Focus Group participant stated that under the leadership of former director Maria Vizcarrondo-De Soto, the Center reached a certain level of importance in the State:

"Maria built a few key bridges and a foundation...prior to her leadership, the Office was a sleepy agency. Many people were unaware of its existence and it did not receive news coverage. But when the Center came under attack by legislators three or four years ago and its entire budget was in jeopardy, she was able to save the agency. By rallying forces, she was able to bring the Center to the forefront."

Another participant stated that, *"Weeks later, those same legislators who wanted to cut the Center's budget were sending letters to Hispanic agencies saying how much they loved the Hispanic Community."*

PHASE 4: 1994 - 1997—Collaboration, Innovation and Efficiency

This historical period begins under the leadership of *Alicia Diaz, who was appointed Director* by Governor Christine Todd Whitman in 1994. In the words of former Department of Community Affairs Commissioner Harriet Derman, the Center was no longer a 'stepchild,' but a positive force for change. Steps were taken to broaden the mission, goals, objectives, and functions of OHA. The Center Director worked to enhance the Center's visibility through special events such as *Hispanic Heritage Month Celebration*, and she successfully sought increased media coverage. New marketing and communication tools were developed.

As the OHA reached a turning point in its development, New Jersey's Latino population was also reaching a key point in its history. The 1990 census showed that Latinos were the fastest growing population in the State. The Latino community in New Jersey, in 1990, was recorded as approximately 750,000 and projected to surpass the million mark before the end of the decade. Those numbers will represent more than 10% of the overall State population, a substantial voice in the community-at-large. Political leaders have begun to recognize the significance of this large constituency. In 1995, Governor Whitman signed a proclamation officially making September *Hispanic Heritage Month*, presenting special recognition awards to music legends Celia Cruz and Tito Puente. Public acknowledgment such as this, coupled with the revitalization of the *Statewide Hispanic Director's Association*, led to heightened activism in the Latino community.

Alicia Diaz is also credited with the expansion and enhancement of the Latino Fellows Leadership Institute and the Hispanic Interns in Community Service Program. By 1995, the number of placements increased to twenty-nine, an expansion made possible by partnerships with private industry and other departments within the DCA. With support from leading corporations in the state, the program will serve fifty students in 1997. Recent efforts to enhance the internship program consist of the Center serving as a consultant to Union Latina, a Hispanic on-campus organization at the College of New Jersey (formerly Trenton State College). Funds generated through the provision of technical assistance, event planning, and resource and program development are reinvested in year-round Center interns.

The goals for the new transition during Alicia Diaz' first year were to:

- Administer funds to Latino organizations to address the socio-economic needs of the Latino community in New Jersey and monitor the use of those funds, ensuring contract compliance by funded agencies;

- Provide technical assistance in the areas of program development, fiscal management, community outreach and other areas deemed necessary;
- Conduct and support research on the status of Latinos and Latino-specific initiatives in New Jersey;
- Develop linkages with state and local government in developing and implementing policies that would positively impact the Latino residents of New Jersey;
- Enhance the Center's visibility by developing appropriate marketing tools, coordinating public events and participating in media opportunities.
- Create new partnerships with NJ colleges and universities and other private non-profits for training and research initiatives.
- Develop inter-departmental contractual agreements in order to broaden the scope of services under the Center's mission.

She has focused the CHPRD's efforts on developing alternative innovative and creative methods to support Hispanic community-based organizations. These efforts include the following:

1. *Inter-agency Collaborations*

The CHPRD has encouraged and facilitated collaborations among Hispanic community-based organizations in an effort to maximize resources and eliminate or reduce duplication of services. For FY 97, the Center facilitated and encouraged the transferring and centralization of a Senior Citizens Program in Newark from La Casa de Don Pedro to FOCUS. Due to the Center's intervention, this transition was smooth and the interruption of services was minimal. RFP's for FY 98 provide bonus points to those proposals which reflect viable collaborative initiatives and/or programs.

2. *Technical Assistance and Training*

Through its technical assistance and training mandate, the Center has focused its efforts on enhancing the skills and abilities of the executive staff of the Hispanic community based organizations, particularly in the area of fundraising and grantsmanship. In FY 95, a three day workshop was offered to current grantees on fundraising techniques. In FY 94, the CHPRD sponsored a two-day conference

entitled, *Achieving the Competitive Edge for the Year 2000 - Part II*. The focus of this conference was on fundraising and strategic planning.

In the fall of 1994, the CHPRD inaugurated a three-part technical assistance series designed to educate its network of Community Based Organizations on fundraising, board development, and media relations. Also under discussion were the issues of grantee accountability, adherence to contract guidelines, and grant application techniques with an emphasis on diversification of funding. A spring 1995 follow-up to this successful series included a media presentation at New Jersey Network. Attendees participated in mock interviews and press conferences which were videotaped and critiqued.

3. *Cross-granting*

In FY 95, the Center initiated an innovative method for securing additional resources through the formation of partnerships--crossgranting. Cross-granting is the collaboration between and among the divisions within DCA to fund needed programs. This initiative is aimed at fostering interdepartmental collaboration in order to expand the number and kinds of services offered under the Center's mission. Crossgranting with the Division of Housing and Community Resources and the Housing and Mortgage Finance Agency led to the creation and/or enhancement of four programs. These include a housing initiative for migrant farmworkers, a bilingual and bicultural day care center located in Morris County, and the housing advocacy program based in Trenton. IN 1997, the first public/private crossgranting initiative was completed between DCA and the Cahse Manhattan Bank.

4. *Effective Management of Grants-in-Aid*

The Center has increased accountability and strict adherence to existing policies by cost-effectively administering and managing Grants-in-Aid Funds. As a result duplication of services has been either reduced or eliminated and funds have been made available for one-time initiatives. Cost savings from these efforts have provided the CHPRD with the flexibility to fund small grants for either enhancement of purchase of equipment, and to provide seed funding to new programs such as the Bilingual Medical Assistant Training Program for Hispanic Women being implemented in the South Jersey region.

5. *Fund Sharing -Inter agency collaborations*

Similar to cross-granting, but yet different, is the idea of sharing funds for programs with similar focus or objectives. Through this initiative, the Division of Housing and Community Resources and the CHPRD have partnered to provide Community Service Block Grants discretionary grants to Hispanic community based organizations within UCC cities.

6. *Private/Public Ventures*

To further support its operations and other programs, the Center finalized the establishment of a Foundation to support and promote Center's programs and initiatives. The Foundation is incorporated, organized and operated in accordance with federal requirements for tax exempt status. All funds received by the Foundation, other than those necessary to pay for the operating expenses, are used exclusively to support and promote the programs and initiatives of the Center. A *Corporate Partnership Board* oversees the work and activities of the Foundation, and provides a mechanism for corporate leaders to market their goods and better serve the Latino community. This effort was publicly announced at a *Partners for Progress Reception* held on June 20, 1997. The establishment of this Foundation has augmented ongoing efforts in the part of the Center to establish partnerships with private entities to support its *Hispanic Interns in Community Service Program* and public awareness events, such as the *Annual Hispanic Heritage Month Celebration* and the *Latinos in Government Luncheon Series*.

7. *Media and Public Awareness*

As part of its expanded mission, the Center is committed to finding creative ways to increase public awareness about Latinos. Part of this ongoing effort consists of keeping the Latino community visible using media events such as the *Annual Hispanic Heritage Month* and *Excellence in Hispanic Leadership Award* presented each year to a prominent New Jersey Latino. The first recipient of this award was Ramon Rivera. In October, 1995, the Center sponsored its first art exhibition with a 5-week showing of the work of Latina artists. In addition, under Alicia Diaz' leadership a quarterly newsletter, "*Matices*" was published. The purpose of the newsletter was not only to be able to publish articles pertaining to Latino issues in the State of New Jersey, but also to make more people aware of the importance of the Center's work and existence. "*Matices*" is widely distributed among the private sector, cabinet individuals, community leaders, and ESL and language teachers.

8. *Advisory Board Expansion and Solidification*

The Advisory Committee for the Center continued to be actively involved in Center activities. As of January 1994, there were 11 members of the Advisory Committee. They became members through appointment by the Governor's Office and the Department of Community Affairs. Their purpose, in conjunction with the mission of the Center, continued to be: to evaluate current programs and propose new programs to meet the needs of Latinos; provide information and referral services for Latinos; conduct and publish research on problems/issues of importance to Latinos, and to provide information to other governmental and community agencies about the needs of Latino citizens. The later addition of two directors from DCA, a representative from the Division of Youth and Family Services, a member from the private sector, and an attorney further strengthened the Committee.

9. *Enhanced Funding Base*

With its renewed agenda for urban revitalization, the Governor and the Legislature increased the resources available for the Center for Hispanic Policy, Research and Development. Through its ongoing collaboration with Latino agencies across the state and through the tireless advocacy efforts of the Hispanic Directors Association, the Center received an additional \$500,000 for its FY 98 budget. This increase provided for additional diversification of programs and for the expansion of programs that have proven to be effective. This budget increase also represents the Department's commitment to expanding its support to the Latino community, and its acknowledgement of the importance of Latinos in the state's economy.

*Inter-Agency Collaboration and partnership with the
New Jersey Housing, Mortgage and Finance Agency*

The Center is also partnering more with other agencies regarding the cosponsoring of events. These opportunities open up new doors for possible collaboration and thus expand the Center's breadth of activities.

One of the goals of the Center has been to develop an inter-agency collaboration with New Jersey Housing, Mortgage and Finance Agency. In addition to co-sponsored Housing Fairs held at various locations throughout the state to address current housing needs, the CHRPD set out to determine the future housing needs of the Latino community. A Focus Group was conducted with leaders from the Latino community on April 2, 1996.

Three major findings emerged. First, NJHMFA is invisible in the Latino community due to the following:

- 1) a lack of partnerships and collaborations with Latino Community Based Organizations;
- 2) a lack of information about the purchasing power of Latinos; and,
- 3) a lack of cultural awareness on the part of both the HMFA and the Latino community about viewing home ownership as an investment.

Second, the Housing, Mortgage and Finance Agency and other lending institutions need to plan holistically in order to build safe and healthy communities. Finally, there is a need for the Center for Hispanic Policy, Research, and Development and the New Jersey Housing, Mortgage and Finance Agency to develop a training institute for Community Based Organizations in the following areas:

- mortgages
- home ownership
- investing
- generating income

The dissemination of this kind of information throughout Latino communities by the CBO's is seen as a key element in the financial empowerment of Latinos.

The Center has greatly evolved over the past two decades...it has been strengthened as an organization within the state.

One way CHPRD seeks to further enhance its credibility outside the Latino community is by marketing the Center's mission to the private sector. Through the Hispanic Directors Association (HDA), the statewide organization comprised of CBO Directors, which meets at the DCA, the Center gets a lot of input concerning training needs and strategies to better position the Center as a systems advocate for the Latino communities of New Jersey. A major accomplishment of this effort was the publication of *Work First in New Jersey: An*

Examination by Latino Community Based Organizations. This document examined the impact of Work First NJ on the Latino communities of the state, and provided insights on the particular demographic and cultural characteristics of Latinos in New Jersey in the context of welfare reform.

One of the focus groups convened for this historical analysis had several participants who noted that Alicia Diaz, the current Center Director, has been able to further elevate the Center since her appointment: "*Alicia has been able to come in and springboard the Center into*

being more viable." Ms. Diaz's continued communications with the Agency Directors, for example, was touted as having further improved the Center's responsiveness to CBOs. The stronger linkages between CBOs and the Center has included much more involvement, access, and input from the Commissioner of DCA.

The Center has greatly evolved over the past two decades. It has been strengthened as an organization within the State. For example, the DCA's Policy and Planning Manual now includes a position paper on Cultural Diversity created by the Center. The current Director is viewed as being vocal and proactive, someone who makes it a point to be involved with grassroots organizations. *"Not only does she ensure agencies are funded, but that there is sustained funding. There's continuity, oversight and accountability."*

Participants in the Focus Groups also felt that the agencies funded by the Center were very effective in carrying out their respective missions. Their effectiveness in turn strengthens the Center by giving it a strong constituency. Further, by successfully implementing much needed programs, CBOs are viewed as *"...empowering the Center to move forward."* It was also noted that Ms. Diaz is interested in gaining a better grasp of the different Latino organizations and cultures which define *"the community."* The Director's interest in the issues and challenges facing CBOs is reinforced by her attendance at each of the Hispanic Directors Association meetings. She is seen as continually attempting to build working relationships with her counterparts.

FUTURE CHALLENGES AND POSSIBILITIES

Significant problems faced by the Center in carrying out its purposes continue to be its very competent, but very small staff, and funding resources which remain at a constant level. Level funding realistically constitutes a loss of funding, given that Center grants have not kept pace with the continued cost of living increases faced by each of the Center's funded agencies each year.

Today, as recent focus groups indicated, CBOs view the Center as a clearinghouse not only for Latino organizations but for other organizations/entities looking for basic information on Latinos residing within the State of New Jersey. Participants feel there is still a need, however, for more public policy development. One idea which came forth was the development of a "think tank" of people knowledgeable about the problems of and viable solutions for New Jersey's Latino communities. There seems to be a broad-based consensus among those who participated in the development of this Report that the Center's lack of fiscal resources is still the most obvious reason why the Center has not been able to reach its policy and research goals.

The Center's Advisory Committee continues to tackle the difficult task of preparing funding recommendations to the Center and DCA. This assignment entails using their knowledge of the needs of the Latino community to screen and review request for proposals submitted by CBOs that have historically been funded by the Center and those submitted by new emerging organizations. By diversifying its membership to include two directors from DCA, a representative from the Division of Youth and Family Services, a representative from the private sector, and an attorney, the Advisory Committee was further strengthened and well positioned to address the complex needs of a growing Hispanic population.

As the community grew, so did the number of organizations formed to meet the burgeoning needs of Latino residents. To honor their efforts, the Center in 1995-96 awarded three merit grants to agencies whose performance had established them as models of programmatic efficacy and fiscal responsibility. However, with the latest statistics of homelessness, poverty, and HIV infection, available funds have not been sufficient. Consequently, the agencies' goals become more difficult to achieve. The Center and its Advisory Committee are limited in their ability to consider new innovative programs because of limited funds. Despite major efforts, the Center's budget allocation has remained the same throughout its 20 year existence, yet the Latino population has increased by 50 percent.

In 1995, the Center's office was moved to a new location in close proximity to the Department's Executive offices. This sent a strong symbolic message that the Center is an

integral part of the Department's cabinet. This finally gave the Center the credibility and support it had sought for 20 years.

Current and future directions the present director would like to expand upon and/or implement is for the Center to have a more active role in policy development; attract additional funds/resources to the Center; and, assume a more proactive advocacy role for increased public funding.

COMPARATIVE ANALYSIS OF THE FOUR PHASES

The first two phases of the office's history reflect a great deal of turnover in leadership; evidenced by the fact that eleven different individuals were appointed to the Office's Directorship during that timeframe. While this change in leadership may have been disruptive at times, the Office continued to refine its mission and to achieve most of its stated goals.

Throughout its history, both the Office and its renamed Center, have continued to recognize the importance of the family unit. As a result, funding has continued to be aimed at strengthening the family, giving both adults and children the tools to be self-sufficient--through education enhancements, counseling, economic development, employment-related services, entitlement information and referral, etc. By strengthening the family, the Office/Center has tried to strengthen the communities of which those families are a part.

Another strong emphasis, over the years, has been on "institutional development" and capacity-building. The Center hosts many seminars and workshops convened annually, which are designed to help

indigenous community-based organizations (CBOs) accomplish their missions through improvement of their internal management operations and their ability to attract and maintain resources. Training needs which have been addressed at various times have included topics such as: media relations, fund raising, data collection, etc.

By strengthening the family, the OHA has tried to strengthen the communities of which those families are a part.

It is evident that over the four periods of transition examined in this Report, the Office and eventually the Center, adopted a broadening view of grants management and "consulting"/technical assistance. Originally, grants were processed, with little quality assurance activity. Later, site visits and programmatic and fiscal reporting, as well as a grants management information system was developed and eventually automated. Site visits to funded agencies augmented desk audits of reports submitted by the agencies over time. With Advisory Committee review and input, agencies not delivering adequate services eventually received less funding, or funds were redirected to other providers. Over the years, the Office and Center became more assertive in protecting the public interest by asking for more accountability from funded agencies.

Another major difference which can be seen in the Center's evolving strategy to improve the quality of life for New Jersey's Latinos is the tendency in the 1990s to look far beyond the Department of Community Affairs, to the rest of State government, and to private as well as public funding sources. The Office's focus was more circumscribed at the outset, developing its internal infrastructure to handle grants management, program and fiscal monitoring, etc.

Today, the Center recognizes that its effectiveness as a leader in Latino affairs in New Jersey is dependent upon its ability to serve as the hub (or true "center") of a network of interested, dedicated, and powerful public and private entities which can--base upon their own information and data gathering, research, and public policy recommendations -- garner needed resources and support on behalf of New Jersey's Latino communities. Latino leaders have come to acknowledge the important potential of the Center, as it evolved into more than a grant processing office.

The Center has been more proactive during the past year or so in working on issues of community development and housing. The Center co-sponsored workshops for community-based organizations with the NJ Housing, Mortgage and Finance Agency (HMFA), banks and mortgage companies in order to explore options to increase the market of decent, affordable housing of the Latino community. The Center's ombuds functions, in terms of receiving and following up on consumer complaints, has also blossomed over the years as the Center has assumed more of a role in the arena of "systems advocacy."

In a time of dwindling federal resources, the State's Center for Hispanic Policy, Research and Development looks outward, simultaneously, while it continues to keep its own house in order. Collaboration, leveraging, and brokering are key to the Center's future effectiveness on behalf of New Jersey's Latino communities.

PUBLIC POLICY RECOMMENDATIONS

Many of the participants who offered their perspectives on the evolution of the Office for Hispanic Affairs to the Center for Hispanic Policy, Research, and Development praised efforts made by the Directors and their staffs to improve the quality of life of New Jersey's Latino populations. They also, however, offered suggestions to make the Center's future contributions even more proactive in effecting systems change. The following recommendations were offered:

1) Increase Access To Mainstream Services And Resources

There are several Latino leaders who question the wisdom of creating a "separate," parallel system of services for Latinos in New Jersey. They urge a simultaneous strategy of increasing Latinos' access to mainstream services and entitlements. Center dealings should not only be with grassroots Latino community organizations, but with mainstream agencies providing community/economic development and other generic human services. It is feared that "when times get tough" parallel systems are often the ones looked at first for cutbacks.

2) Research And Develop Public Policy Positions

The Center for Hispanic Policy, Research, and Development should provide more leadership emphasis devoted to major public policy issues and analysis of issues affecting New Jersey's Latinos, issues such as:

- a) Bilingual Education/"English Only" Policies;
- b) Affirmative Action in New Jersey;
- c) Coalition-Building with Other "Minorities";
- d) Over-representation of Latinos in Correctional Facilities;
- e) Over-representation of Latinos in the HIV/AIDS epidemic in New Jersey;
- f) Economic and Industrial Development in Latino communities;
- g) Latino-focused research projects with broadly disseminated findings on conditions and effective programs in Latino communities; etc.

3) **Develop a "Think Tank"**

The Center should develop a "Think Tank" to establish a dialogue, develop policy analysis and position papers, and hold conferences/seminars to discuss key issues, involving CBO representatives, elected officials, academicians, consumers, advocates, etc.

4) **Expand Information Dissemination At All Levels**

Minimally, the Center's role as an **information clearinghouse** on Latino-related issues and information should be broadened. Community-based organizations (CBOs) should be assisted in accessing a variety of printed and electronic media sources. Input suggested that Latino organizations and agencies are not equipped with **state-of-the-art technology** as some of their counterparts in the generic human service community and are not able to access the same levels of data and general information.

There is a consensus among participants that the Center should maintain and significantly expand its role as a **Technical Assistant** for Latino-related community-based organizations.

Additionally, there is currently a lack of education and advocacy related to tenant rights and responsibilities and to home ownership. Latinos need to become more educated consumers in the areas of finance and home ownership.

5) **Take Proactive Leadership Positions At The State Level**

More risk-taking is essential in order to make the Center a real opinion leader and a proactive force in shaping and improving the quality of life for Latinos in New Jersey " It (the Center) must be a stronger voice for the Hispanic community. It has to serve as a broker between the Hispanic leadership and government." "Do not lose sight of the high profile of the Office. Use it as a resource to be a strong voice for the community."

6) **Initiate a 3-5 Year Strategic Planning Process**

One of the tools suggested by interviewed leaders, as a mechanism to solidify the Center's mission and to prioritize its action agenda, was a strategic planning process which would cover the next 3 to 5 years. Also needed, as part of that planning process, is the development of agreed upon concrete outcome measures--performance indicators--by which the Center's activities could be objectively evaluated in terms of impact and "success" in meeting pre-determined goals and objectives.

7) Standardize Service Requirements from Funded Agencies

A general recommendation of the Advisory Committee members was that the requirements of agencies funded by the Center's grants be standardized, and that uniformity of service standards be enforced. Performance-based contracting was suggested as a means of enforcing a greater level of accountability on the part of agencies.

8) Regionalize Service Areas

The creation of regional service areas was suggested as a means of streamlining services. The Center might consider merging community agencies whose services are duplicative, therefore maximizing the expenditure of service dollars and effectiveness of service delivery while minimizing duplication.

9) Continue to Collaborate with the Corporate Sector

It was suggested by members of the Advisory Committee that collaboration with the corporate sector might promote economic development. Also, the Center might facilitate the involvement of volunteer retired executives from corporations with community agencies to increase their managerial effectiveness.

10) Explore the Status for the Center as a Division

The issue of whether or not the center would be more effective as a Division within the Department of Community Affairs was mentioned. The Executive Director needs to pursue this idea with the Commissioner.

11) More Representation of Latinos in Policy and Decision Making within the New Jersey Housing, Mortgage and Finance Agency

Given the negligence and housing crisis in the Latino community in the state of New Jersey, HFMA needs to take a proactive role in hiring more Latinos who understand the needs and problems of that community.

12) Address the Lack of Strategic Planning for Community Development

It was suggested that the Center should sponsor and facilitate strategic planning training sessions for CBO's in the following areas: economic development, finance and mortgaging, neighborhood and housing development.

13) Continuous Development for CBO's

The center needs to institutionalize a long-term strategy for fundraising and self-sufficiency as it relates to training institutes, program and board development, creating revenue for health and human service areas.

As New Jersey approaches the year 2000, it is a challenging time for government, advocates, service providers, and consumers alike. The participants in this study are urging the Center for Hispanic Policy, Research and Development to meet those challenges by becoming a strong, informed, and proactive voice for New Jersey's varied Latino populations. Critical to measuring the Center's success over the next few years is the extent to which the Center can help to improve Latinos' access to the resources which all people need to improve the quality of their lives--education, employment, health care, safety, and security.

ANNOTATED BIBLIOGRAPHY/REFERENCES

Center's internal memorandum on organization development 1974 to 1995:

Algarin, R. (memo, September 1985). *New Director.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This memo is to inform all CBO Directors that Ricoel Algarin is the new Director of the Office of Hispanic Affairs as of September 18, 1985.

Armand, A., & Estrada, M. (memo, June 1995). *Directors of Hispanic Affairs.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This memo provides a list of past and present Directors of the Center for Hispanic Policy, Research and Development. Included in the list are: Carlos Veguilla (1975), Luis Garcia (1976), Jose Agosto (1977-79), David Matos (1980-81), Manuel Segura (1981-83), Mike Garcia (1983-84), Helena Perez (1984-85), Ricoel Algarin (1985-86), Helena Perez (1986-87), William Cheezum (1987-Feb. 1990), Angie Armand/Acting Director (Feb. to Nov. 1990), Maria Vizcarrondo (1990-93), Angie Armand/Acting Director (1993), Alicia Diaz (1994-present).

Armand, A. (memo, June 1995). *Former Governors of N.J. from 1974-1994.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This memo describes Former Governors that were in office during the Center for Hispanic Policy, Research and Development (formerly known as Office of Hispanic Affairs) existence:

Brendan T. Byrne (Dem.) Jan. 15, 1974 to Jan. 19, 1982

Thomas H. Kean (Rep.) Jan. 19, 1982 to Jan. 16, 1990

James J. Florio (Dem.) Jan. 16, 1990 to Jan. 18, 1994

Center for Hispanic Policy. (memo, 1995). *Hispanic Agencies List*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, the Center for Hispanic Policy, Research and Development provides a list of Hispanic Agencies that receive funding from the Center.

Garcia, Mike (memo, March 15, 1985). *Incoming Documentation for Agencies*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, the Director of the Office of Hispanic Affairs, Mike Garcia, explains to CBOs that all office procedures, documentation, reports, etc. are to be mailed directly to the Office of Hispanic Affairs.

Garcia, Mike (memo, June 20, 1985). *Administrative change in Office*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Mike Garcia, Director of the OHA, writes to Deputy Commissioner Gerome R. White, Jr. to inform him that as of June 19, 1985 the Office of Hispanic Affairs has undertaken its fourth administrative change in three years. Mr. Garcia wants to know his responsibilities regarding OHA.

Garcia, M. (memo, July 3, 1985). *Resignation*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, Mr. Garcia states that his resignation as Director of the Office of Hispanic Affairs will be effective July 12, 1985. He states that Mr. Tom Betancourt, Assistant to Deputy Commissioner White, will be assuming the responsibilities of OHA.

Office of Hispanic Affairs. (memo, March 10, 1989). *Office of Hispanic Affairs' Advisory Committee*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This memo presents a document that describes the mission statement of OHA Advisory Committee for the fiscal year 1990. The Advisory Committee assist OHA by making preliminary funding recommendations for existing and new grantees requesting funds from OHA.

Office of Hispanic Affairs. (memo, 1990). *Biographical Sketch.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This memo contains a biographical sketch of Maria Vizcarrondo-De Soto. She was appointed by Governor Florio as Director of Hispanic Affairs for the New Jersey Department of Community Affairs in 1990.

Office of Hispanic Affairs. (memo, November 27, 1990). *Proposed partnership between Dept. of Human Services and the Office of Hispanic Affairs.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, the Office of Hispanic Affairs proposes an expansion of services between itself and its existing partnership with Department of Human Services (DHS).

Office of Hispanic Affairs. (memo, 1992). *OHA Advisory Committee of 1992.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, OHA provides a list of its Advisory Committee members for the fiscal year 1992.

Office of Hispanic Affairs. (memo, 1993). *Advisory Committee of 1993.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, OHA provides a list of Advisory Committee members of fiscal year 1993.

Office of Hispanic Affairs. (memo, April 1994). *Organizational Chart of office.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, the Center for Hispanic Policy, Research and Development organizational chart illustrates that: Director of CHPRD Alicia Diaz reports to Deputy Commissioner Debbie DeSantis who reports to Commissioner Harriet Derman. The Advisory Committee leader Jeffrey Vega, the Principal Clerk Typist Olga L. Ortiz and the Executive Assistant Angie Armand report to Alicia Diaz. Grants Intern report to Angie Armand. Program Development Specialist 3 or 2 reports to Angie Armand. Research Fellow Nancy Rosado reports to Program Development Specialist 3 or 2.

Sires Jr., A. (memo, August 23, 1985). *List of Hispanic Organizations*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, Mr. Sires, Acting Director of Office of Hispanic Affairs presents to John Coombes, Managing Editor of Hispanic Business Magazine, a list of the Hispanic Organizations, and their addresses, which receive grants from OHA.

Veguilla, C.E. (memo, October 12, 1974). *Organizational Chart of DCA*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This memo illustrates the organizational chart of the Department of Community Affairs and where the proposed Office of Hispanic Affairs will be located. The Office would report to the Division of Human Services.

Veguilla, C.E. (memo, March 1975). *The Office of Hispanic Affairs established*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This memo presents a newsletter that highlights Carlos Veguilla (a community program analyst in Human Services) as the elected director of the newly established Office of Hispanic Affairs in DCA.

Vizcarrondo-De Soto, M. (memo, August 19, 1991). *Performance Appraisal Review Draft*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Maria Vizcarrondo-De Soto, director of the Center for Hispanic Policy, Research and Development, presents Barry Skokowski, Deputy Commissioner, the budget administration report of \$1.2 million fund for grants to Hispanic agencies, the direction of field operations in agencies, the maintenance of interaction between the state government and Hispanic agencies, and the research on current data on the status of Hispanics in N.J. A number of accomplishments are stated along with a description of her management style and performance standards.

Vizcarrondo-De Soto, M. (memo, September 3, 1991). *Office name change.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Maria Vizcarrondo De Soto, director of CHPRD, notifies all executive directors that the Office of Hispanic Affairs has a new name: The Center for Hispanic Policy, Research and Development. She claims that the change reflects the expanded mission with a focus on research and advocacy activities.

Vizcarrondo-De Soto, M. (memo, September 28, 1993). *Leave of Absence.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Ms. Vizcarrondo De Soto, Director of CHPRD, advises Community Based Organization (CBO) Directors that she will be on leave of absence. Ms. Angie Armand, Executive Director of CHPRD, will be serving as Acting Director during the interim period.

Vizcarrondo-De Soto, M. (memo, December 2, 1993). *Resignation.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Ms. Vizcarrondo De Soto is advising Commissioner Stephanie R. Bush that she is resigning as Director of the Center for Hispanic Policy, Research and Development (formerly known as Office of Hispanic Affairs) as of January 1, 1994. She states that she has recently been elected as Essex County Surrogate and will assume the position on January 3, 1994.

Legal Documentation on Center's organization:

N.J.A.C. 5:2-1.1

The New Jersey Administrative Code illustrates the organization of the Dept. of Community Affairs. According to the N.J.A.C. the Office of Hispanic Affairs reports to the Commissioner.

New Jersey Legislative Manual, 1995

The New Jersey Legislative Manual of 1995 shows that Alicia Diaz is appointed director of Office of Hispanic Policy, Research and Development.

Center's internal memorandum on financial administration:

Advisory Committee/Center for Hispanic Policy, Research and Development. (memo, 1995). *Funding Report FY '95.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, the Advisory Committee for the Center for Hispanic Policy, Research and Development presents a funding report from 1990 to 1994. The Center began with a small budget of approximately \$300,000 and grew to \$1,325,000 in 1989, then reduced to \$1,250,000 for the years 1990-1995. Attached to the report is an addendum that charts different agencies and their program objectives.

Alexander Jr., J. (memo, June 9, 1987). *The signing of contracts for Hispanic Affairs.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, James Alexander Jr., Director of Administration, informs William N. Cheezum (Director of Office of Hispanic Affairs) that he should sign grant contracts from the state aid account. This means that W. Cheezum is responsible for all record keeping, reporting and other processing duties. Mr. Alexander states that the state aid appropriation, though coded as part of the Division Community Resources account structure, stands as a separate appropriation entity.

Armand, A. (memo, October 4, 1991). *Evaluation Data on Hispanic Affairs Program.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Angie Armand, Executive Assistant of CHPRD, presents an evaluation data on the Hispanic Affairs Program to Gregory Atkins, Deputy Director of Division of Community Resources. The data shows the number of programs and Hispanics served in 1991, and estimated in 1992 and 1993.

Armand, A. (memo, September 17, 1992). *Dismantling of Central Operations Unit.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Angie Armand, Executive Assistant of CHPRD, explains to director Maria Vizcarrondo-De Soto that the Central Operations Unit may be dismantled. This unit was to become the overall grant agreement processor for the Department. Since the Center already prepares 85% of the paperwork required for the execution of grant agreements, the dismantling of the Central Operations Unit will affect the Center's activities in terms of grant processing.

The Center may need another full-time staff person if it is to become grant administrator and processor.

Armand, A. (memo, June 23, 1993). *Grant Administration*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, Ms. Armand, Executive Assistant of CHPRD, presents a report that covers all aspects of grant administration in terms of monitoring and assessing program quality for the Fiscal Year 1993. Grants were awarded to 25 agencies in N.J., which provided the continuation and/or implementation of 49 programs directed to the Hispanic community. Annual monitoring visits were conducted and areas of assessment were administration, program and fiscal management. Grantees submitted programmatic reports and fiscal monitoring reports.

Armand, A. (memo, August 10, 1993). *Major requirements to meet in order to receive an RFP*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Angie Armand, the Executive Assistant of CHPRD, states that there are two major requirements an agency must meet in order to receive a grant application request process, known as the Request for Proposal (RFP) process. First, the agency must be registered with the Secretary of State of New Jersey and the annual reports required by the Secretary of State must be filed. Second, the agency must be registered with the Charities Registration Bureau in Newark.

Center for Hispanic Policy. (memo, 1990). *Office of Hispanic Affairs: Appropriations*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

The Office's appropriation report illustrates the amount of funds in dollar amounts available to programs between the years 1983 to 1990. In 1976 the office started with \$250,000 in funds and has risen up to \$1,250,000 in 1990. Appropriations to the Office are made through State-Aid funds by the legislature. Areas of funding include youth services programs, multi-services programs, senior citizens programs, substance abuse prevention, family info. referral & counseling, naturalization & immigration services, day care services, and housing assistance.

Center for Hispanic Policy. (memo, 1993). *Department Priority Request: Program Expansion.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

The Center is requesting additional funding in the amount of \$250,000 for the fiscal year of 1994. The Center claims that an increase in resources will help expand their Research and Development initiatives already developed. The initiatives include the publishing of "Where are They?", Agency Profiles of 1988 to 1991, the Interns for Community Service program, the Hispanic Leaders Fellowship Institute, and the Technical Assistance Training for Hispanic CBO's.

Garcia, M. (memo, December 12, 1983). *Addendum of GCU 100.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Mike Garcia, Director of OHA, presents to Ronald Bogle, Deputy Director of Division of Community Resources, a revised list of thirty-two Hispanic Agencies that will receive funding. Included in the list are program descriptions of each agency and data on their historical funding for fiscal years 1981, 1982, and 1983.

Garcia, M. (memo, 1984). *Hispanic Affairs State-Aid Grants (Donor Agreements).* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Mike Garcia, Director of OHA, presents to all CBOs a list of requested items that must be submitted from them to the office in order for donor contracts to be processed.

Garcia, M. (memo, March 20, 1985). *Contract and Amendment Procedures.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Garcia, Director of OHA, provides a list of contract procedures for the office and the Division of Community Resources to all CBO Directors in order for contracts to be accepted.

Office of Hispanic Affairs. (memo, 1985). *Program Funding Source Schedule*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This Program Funding Source Schedule illustrates the historical funding for twenty-eight community based organizations for the fiscal years 1984, 1985, and 1986. It also presents the municipalities and counties served, and CBO's program descriptions.

Office of Hispanic Affairs. (memo, July 21, 1986). *Program Funding Schedule*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

The Program Funding Schedule illustrates the OHA grantees, a brief description of their project, their historical funding for fiscal year 1986, and the grant amount of the fiscal year 1987. The data also states the different counties benefitting from grants.

Office of Hispanic Affairs (memo, 1991). *Agency Profile*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

The Office of Hispanic Affairs presents an agency profile of CBOs funded by the office. This profile describe services offered by the agencies and their needs assessment.

Perez, H. (memo, October 15, 1985). *Requirements for OHA Funding*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Helena Perez, Executive Assistant to the Director of OHA, gives a list of requirements for OHA Funding to Albio Sires, Jr., Executive Assistant to Deputy Commissioner White.

Santiago, A. (memo, July 6, 1993). *1994 Funding Recommendations Report*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Alfredo Santiago, the CHPRD Advisory Committee Chairperson, presents the 1994 Funding Recommendations Report to Commissioner Stephanie R. Bush. The report contains the Advisory Committee's mission statement, a brief historical overview of funding available to the Center, new issues that need to be addressed, funding recommendations for fiscal year 1994, additional stipulations, and a list of grantees with their proposal request.

Veguilla, C. (memo, August 22, 1985). *Donor Special Conditions*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Carlos Veguilla (Program Development Specialist of OHA) presents a report on Donor Special Conditions concerning the grantee's agreement of funding, the method of payment done by the Department of Community Affairs, financial and performance reports of agency prepared by the grantee, audit requirements conducted by Department of Community Affairs, and insurance requirement.

Vizcarrondo De Soto, M. (memo, June 17, 1991). *Grant processing proposal*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Maria Vizcarrondo De Soto, Director of OHA, explains to Barry Skokowski, Sr. Deputy Commissioner, that the OHA Grant Management Information System (GMIS) was initiated in October 1989 to automate the payment processing on fiscal monitoring reports for the office. Prior to OHA GMIS, fiscal management of grants was conducted by the Division of Community Resources' Fiscal Office.

Werner, G. J. (memo, October 16, 1985). *List of Hispanic Agencies with Donor Agreement contracts*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Gary J. Werner, Supervising Contract Administrator of DYFS, gives Ricoel Algarin a list of eighteen Hispanic Agencies who have existing Donor Agreement contracts with the Office of Hispanic Affairs, within the Department of Affairs, Division of Community Resources.

New Jersey State Government Reports on Center:

New Jersey, Department of Community Affairs. (1974-1975). *Annual Report/Dept. of Community Affairs*, 27. Trenton, N.J.: The Dept. of Community Affairs.

The New Jersey Annual Report of 1974 and 1975 stated that the Division of Human Resources added an office in January 1975 entitled Office of Hispanic Affairs. This office is to specifically serve the Hispanic Community through technical assistance and funding for Hispanic CBO programs.

New Jersey, Department of Community Affairs. (1975-1976). Annual Report/Dept. of Community Affairs, 21-22. Trenton, N.J.: The Dept. of Community Affairs.

Between 1975 and 1976 there were \$250,000 in state-aid grants to support Hispanic agencies in N.J. The funds help support nine JINS (Juveniles in Need of Supervision) and three Family Planning programs, along with other social services programs. Previously the Office of Hispanic Affairs controlled state and federal funds. Since each step had to be cleared with the Department of Institutions and Agencies this caused delays in processing contracts. Institutions and Agencies began to administer programs while the office provided local match funds. In fiscal year 1976, the office initiated several projects to improve its services to the Hispanic community.

New Jersey, Department of Community Affairs. (1976-1977). Annual Report/Dept. of Community Affairs, 25. Trenton, N.J.: The Dept. of Community Affairs.

The Office of Hispanic Affairs has acted as a liaison between the state departments and Hispanic organizations and individuals. During fiscal year 1977, the office coordinated projects of fourteen Hispanic Agencies throughout the state. There were monthly meetings with the directors of these agencies to improve and expand services to the Hispanic communities in N.J.

New Jersey, Department of Community Affairs. (1979). Annual Report/Dept. of Community Affairs, Trenton, N.J.: The Dept. of Community Affairs.

There are 24 Hispanic Agencies that receive assistance from the Office of Hispanic Affairs, Division of Community Resources, for their projects directed to the Hispanic communities in N.J.

New Jersey, Department of Community Affairs. (1980). Annual Report/Dept. of Community Affairs, 9. Trenton, N.J.: The Dept. of Community Affairs.

Besides coordinating programs of Hispanic agencies and meeting with their directors, the Office of Hispanic Affairs worked closely with the Cuban Refugee Task Force and the North Hudson Community Action Corporation.

New Jersey, Department of Community Affairs. (1982-1983). Annual Report/Dept. of Community Affairs, 6. Trenton, N.J.: The Dept. of Community Affairs.

The Office of Hispanic Affairs works with the Deputy Commissioner John P. Renna, to serve the Hispanic communities within N.J. through Hispanic CBOs which have multi-service programs.

New Jersey, Department of Community Affairs. (1984). Annual Report/Dept. of Community Affairs, 6. Trenton, N.J.: The Dept. of Community Affairs.

This report briefly states the role of the Office of Hispanic Affairs and the needs of the Hispanic community.

New Jersey, Department of Community Affairs. (1986). Annual Report/Dept. of Community Affairs. Trenton, N.J.: The Dept. of Community Affairs.

The New Jersey Annual Report of 1986 illustrates an organizational chart of the New Jersey Department of Community Affairs. The Office of Hispanic Affairs reports to the Commissioner.

New Jersey, Department of Community Affairs. (1987). Annual Report/Dept. of Community Affairs, 23. Trenton, N.J.: The Dept. of Community Affairs.

This reports states that the Office of Hispanic Affairs, with \$1.025 of funds, have provided financial and technical assistance to 23 Hispanic agencies throughout N.J. A new college internship program will be developed by the Office of Hispanic Affairs.

New Jersey, Department of Community Affairs. (1988). Annual Report/Dept. of Community Affairs, 24. Trenton, N.J.: The Dept. of Community Affairs.

The Office of Hispanic Affairs provided technical and financial assistance to 27 Hispanic CBOs in N.J. Two projects that the Office have implemented in 1988 were "Hispanic Interns in Community Service", a program which allows Hispanic students to work in government jobs to gain experience, and "Where Are They?", a report on Hispanics in N.J.

New Jersey, Department of Community Affairs. (1989). Annual Report/Dept. of Community Affairs, 21. Trenton, N.J.: The Dept. of Community Affairs.

Hispanic CBOs, with the financial and technical assistance of the Office of Hispanic Affairs, have served the Hispanic community of N.J. with multi-service programs. The

Office of Hispanic Affairs continues the "Hispanic Interns in Community Service " program which places Hispanic students in government summer jobs. Other projects continued were the periodic assessment reports of Hispanics in New Jersey called "Where Are They?" and a grant program for Hispanic CBOs called "Moving Into the 90's."

New Jersey. Dept. of Community Affairs. (1990). *Programs of the State of New Jersey, Department of Community Affairs*, 3. Trenton, N.J.: The Dept. of Community Affairs.

The New Jersey's Programs report gives a brief description about the Office of Hispanic Affairs. It states that the Office helps the local government and private organizations interact with the Hispanic community in N.J. The Office also provides technical and financial assistance to community-based organizations.

Center's involvement in Community Relations:

Algarin, R. (memo, December 27, 1985). *The Neighborhood Preservation Balanced Housing Program*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Algarin, Director of Office of Hispanic Affairs, sends an information package to Urbano Venero, Director of PROCEED, Inc., regarding the Neighborhood Preservation Balanced Housing Program that addresses the needs of low and moderate income households.

Algarin, R. (memo, March 5, 1986). *Employment Opportunities-New Jersey Turnpike Authority*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Algarin, informs Noemi Nieves, Director of Puerto Rican Unity for Progress, that there are employment opportunities at the New Jersey Turnpike Authority for those eligible. Mr. Algarin asks Ms. Nieves to pre-screen candidates and then refer them to his office for an interview.

Algarin, R. (memo, July 2, 1986). *Community Foundation of New Jersey*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Algarin submits a proposal to Leonard S. Coleman, Jr., Commissioner of Department of Community Affairs, regarding establishing an endowment restricted to Hispanics,

developed by DCA with the help of Community Foundation of New Jersey. Mr. Algarin claims that this will be beneficial to the Hispanic community in areas of housing, employment, education and recreation.

Bahamon, M.L. (memo, April 8, 1993). *Press Release*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Martha L. Bahamon, an intern of CHPRD, advises Jay Johnston, Public Information Officer, that on May 3 & 4, 1993, the Center will hold its first Training/Planning Session for Hispanic community-based organizations at the Hyatt Regency Hotel in New Brunswick. The theme of the workshop is "Hispanic Community-Based Organizations: Achieving the Competitive Edge for Tomorrow". The workshop's purpose is to assist the CBOs in addressing their needs.

Center for Hispanic Policy. (memo, November 10, 1992). *Technical Assistance Survey*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This memo contains results based on the Technical Assistance Survey that was distributed to Hispanic community-based organizations on October 6, 1992 by the Center for Hispanic Policy, Research and Development. The purpose of the survey was to locate areas of need within the structure of these community-based organizations. In the survey, the agencies were able to describe their strengths and weaknesses within their administration, policy, budget, and programs area.

Chorba, Gary S. (memo, May 20, 1985). *Improved Alcoholism Treatment for Hispanics*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Gary S. Chorba (Program Specialist of the Department of Health) thanks Mike Garcia, Director of OHA, for meeting with him to discuss an improved alcoholism treatment for New Jersey's Hispanic population. Mr. Chorba also provides a summary of what occurred at the meeting.

Cunningham, R. (memo, February 14, 1985). *Recruiting Hispanics in insurance related fields*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Ruth Cunningham from the Affirmative Action, Department of Insurance, asks Mike Garcia, Director of OHA, to assist in recruiting Hispanics with backgrounds in the areas of insurance related fields.

Dept. of Community Affairs. (memo, December 1985). *Press Release*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Director Ricoel Algarin and Assistant Director Helena Perez of the Office of Hispanic Affairs organized the Hispanic Christmas tree program, a program in which many Hispanic children will spend Christmas decorating the Christmas tree at the New Jersey State House with Governor Thomas H. Kean. This is the second year of the ethnic Christmas tree project, a project developed by the Office of Ethnic Affairs in the Department of State.

Garcia, M. (memo, January 23, 1984). *Governor's Conference on Hispanic Issues*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

The Conference to be offered by the Dept. of Community Affairs and Office of Hispanic Affairs, will have the Governor address issues concerning the Hispanic community. All Commissioners are to be present at this conference. The Hispanic Working Group will review copies of statements specialized in a given area to present to the Governor.

Garcia, M. (memo, May 16, 1984). *Activity to be held on May, 30, 1984: The Hispanic Woman's Vote*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Garcia, Director of OHA, advises all Hispanic CBO Directors that a conference entitled "El Voto de La Mujer Hispana" (The Hispanic Woman's Vote) will be held at the Hilton Hotel in New York.

Garcia, M. (memo, June 13, 1984). *June 18, 1984 Meeting: legislative orientation*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Garcia informs Ana Gonzalez (Director of Latin Community Organization of New Jersey) that the Puerto Rican Congress will have a legislative orientation for all community representatives and CBO Directors on June 18.

Killian, I. M. (memo, September 22, 1986). *Referral of persons for employment opportunities in Casino Control Commission.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Inez, M. Killian, Affirmative Action Officer, invites Mike Garcia to assist in referring qualified persons for possible employment opportunities in Casino Control Commission agency.

O'Connor, F. (memo, May 30, 1985). *HMP-1 Informational Workshop with Hispanic Community Leaders.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Feather O'Connor (Executive Director of New Jersey Housing and Mortgage Finance Agency) informs John P. Renna, Commissioner of Department of Community Affairs, that the agency has set up a workshop for Hispanic community leaders statewide that will provide information concerning HMP-1 (Home Mortgage Program) and future HMFA home ownership programs. Mike Garcia, Director of OHA also co-sponsors the workshop.

Office of Hispanic Affairs. (memo, February 1984). *Recruiting Hispanics for their Bachelor's Degree.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

The Office of Hispanic Affairs together with the Thomas Edison College began a statewide program of recruiting Hispanics to aid them in acquiring their Bachelor's Degree.

Office of Hispanic Affairs. (memo, March 1984). *Program on Compulsive Gambling for Hispanics.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Mike Garcia met with Bob Klein, Director of the Council on Compulsive Gambling of N.J., Inc., to discuss plans for a program on compulsive gambling for Hispanics in the State of New Jersey.

Office of Hispanic Affairs. (memo, March 1984). *Voter Registration Drive.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

The Office of Hispanic Affairs worked on efforts with Channel 41 to launch a massive campaign for voter registration drive to get Hispanics registered.

Office of Hispanic Affairs. (memo, July 30, 1991). *Press Release.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

The Office of Hispanic Affairs submits a press release to Rutgers News Service regarding the Hispanic Leaders Fellowship Institute. It explains that Hispanic college students receive specialized training in professional development and leadership, while working as interns in professional positions. There is also list of participating students for the summer of 1991 and a brief description of their education and work experience as interns.

Sires, Albio Jr. (memo, August 27, 1985). *Liberty State Park Festival Handout.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Albio Sires (Acting Director of OHA) submits to Isabella M. Hampton, Chief of Office of Program Analysis, a handout that describes the background and services of the Office of Hispanic Affairs. The handout is to be distributed to the community at the Liberty State Park Festival.

Simonson, J. (June 7, 1984). *1984 Liberty Park Festival.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Juhan Simonson, Coordinator of the Office of Ethnic Affairs, writes to Mike Garcia (Director of OHA) that his office would like a large Hispanic participation in the Liberty Park Festival. Coordinator Simonson asks Garcia to send out applications to major Hispanic organizations in New Jersey to participate in entertainment, food, and craft vendors.

Valentin, N. (memo, July 8, 1991). *Press Release.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Nelida Valentin (Program Development Specialist of OHA) presents to Jay Johnston, Public Information Officer, a press release regarding OHA's Fourth Annual Summer Internship and the Hispanic Leaders Fellowship Institute. This press release explains the emergence of the Summer Internship Program and its goals. It also presents state leaders that will participate in the program.

Vizcarrondo-De Soto, M. (memo, July 19, 1991). *Questionnaire on Programs for Hispanics in New Jersey*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Maria Vizcarrondo-De Soto (Director of OHA) asks Melvin R. Primas, Jr., Commissioner-Department of Community Affairs, to answer an enclosed questionnaire that helps identify government initiatives specifically targeting the Hispanic community. Ms. Vizcarrondo-De Soto explains that this is an effort to compile a directory of government initiatives, programs, and/or events that targets Hispanics throughout the State.

Vizcarrondo-De Soto, M. (memo, October 6, 1992). *Technical Needs Assessment*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Maria Vizcarrondo-De Soto (Director of CHPRD) submitted a memorandum to all Hispanic CBO Executive Directors that explained the purpose of a self-administered survey that was sent to them. The Center was undertaking a research and policy development activity in order to address the needs of the Hispanic community in N.J. The findings that are to be made by the survey will serve as a basis for a training conference for staff and board to be held in the spring of 1993.

Vizcarrondo-De Soto, M. (memo, October 29, 1992). *Hispanic Status Report*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Maria Vizcarrondo-De Soto (Director of CHPRD) presents to Charles A. Richman, the Assistant Commissioner of Division of Codes and Standards, a status report on New Jersey's Hispanic community. The purpose of this report is to link income and the Hispanic community to housing needs.

Newspaper Articles on Center:

Baehr, J., & Harbach, L. (1991, August 25). Cultural and historical work appeals to director of agency: Honorable mention. *The Philadelphia Inquirer*, pp. 16CH-17CH.

This article highlights six Rutgers University students, who all reside in Camden, as participants of the Hispanic Leaders Fellowship Institute. The six are Juan DeJesus, Lillian de la Cruz, Oscar Lopez, Orlando Alameda, Raymond Lopez and Tanya Torres. The students are placed in professional job positions as interns while attending a weekly

workshop. The Institute is sponsored by The New Jersey Department of Community Affairs/Office of Hispanic Affairs and Rutgers University.

Barrett Carter, K. (1991, August 16). Future Hispanic Leaders: Florio tells grads of doors opening through education. The Star-Ledger.

While speaking to Latino college students at their graduation ceremony held in Trenton at the State Department of Community Affairs (DCA), Governor Florio stated that "Education is just another word for opportunity." Florio said that the students should be involved in shaping public policy in whatever field they may be in. The Latino Leaders Fellowship Institute places Hispanic college students as interns in government related jobs. Seventeen students completed the internship program.

Bartelli, J. (1985, December 6). A tree trimmed with heritage: Hispanic youth's gift to Kean. The Record, pp.B3-B4.

Hispanic youngsters were asked to decorate the State House tree with ornaments reflecting their varied heritages. Children from Cuban, Salvadoran, Dominican Republic, Puerto Rican, and other heritages participated. The project was directed by the state Office of Hispanic Affairs.

Dougherty, F. C. (1974, November 4). Hispanic Affairs Office To Be Created by Byrne. The New York Times, p.41.

Governor Byrne appeared before the fifth annual convention of the Puerto Rican Congress of New Jersey on November 3 stating that he will establish a State Office for Hispanic Affairs. He asserted that the principle function of the office is to "provide better communication and liaison between the Hispanic community and the Governor's office."

Goodman, J. (1985, December 11). Hispanic theme spurred Kean's nativity scene. The Times, p.A14.

Ricoel Algarin, director of the Office of Hispanic Affairs, explains that "the theme of the Christmas tree at the State House this year is Hispanic." Traditionally, Hispanics celebrated the nativity scene, not the Christmas tree, since it is a religious symbol and cultural tradition. December 18 is the official tree-lighting ceremony.

Harris, B. (1985, December 5). Preparing for Christmas Photo. *The Trentonian*, p.2.

With the help of Ricoel Algarin, Director of the Office of Hispanic Affairs, Hispanic children of the Puerto Rican Day Care Center prepared 400 decorations for the governor's Christmas tree.

Johnson, Rudy. (1975, November 17). State Hispanic Affairs Unit Assailed by Puerto Ricans. *The New York Times*, p.35.

Alfonso A. Roman, the Executive Director of the Puerto Rican Congress, said that the congress had advised Governor Byrne to create a Hispanic Affairs Office at cabinet level, not as part of an existing department. The congress claims that there is no action plan to hire more Hispanics in government offices.

Lamendola, L. (1985, December 19). Kean lights state tree to usher in holiday season. *The Star-Ledger*, p.26.

Governor Kean claimed that the decorations, hand-made by Hispanic children, on the N.J. State Christmas tree and the ceremony, represented the talents of the N.J. Hispanic community. Ricoel Algarin, Director of Office of Hispanic Affairs, said that the parents of the Hispanic children enjoyed a bonus.

Mendez, I. (1993, August 13). Latino Leaders: Training program honors student interns. *The Star-Ledger*, p.16.

The Latino Leaders Fellowship Institute had a graduating class that consisted of 19 college students, on Thursday, August 12. The Institute provides a ten-week program that places students in a community based organization, government agency, banking institution or corporation as interns, while attending a weekly training session at the DCA's Hispanic center.

Pietras, J. A. (1985, December 5). Tree Trimmings Photo. *The Times*, p.A4.

About 60 children from the Puerto Rican Day-Care Center worked on ornaments for the State House Christmas tree with the help of Helena Perez, Executive Assistant of the Office of Hispanic Affairs.

Rohaidy, J. (1985, August 30). Sin director oficina Hispana del gobierno estatal de N.J. El Diario-La Prensa, p.2.

This article states that the state government Hispanic office of N.J. does not have a director and probably will not have one until November elections are over. Mike Garcia, who preceded David Matos as Director of the Office of Hispanic Affairs, is no longer Director of the office.

Sheehan names Hispanic aide. (1975, January 1). The Star-Ledger, p. 12.

The Commissioner of the Department of Community Affairs, Patricia Q. Sheehan announced that Carlos Vegaulla will direct the new Office of Hispanic Affairs in the Division of Human Resources. Carlos Vegaulla is currently a community program analyst within DCA.

Wallace, S. (1993, May 17). Hispanic Affairs director looks to future. The Times, p.A4.

This article gives a brief description of Maria Vizcarrondo-De Soto's life experiences. She has worked with criminal offenders from the streets of East Harlem, among other things, and has become a U.N. delegate at an international conference on women. In 1990 she assumed the position of Director for the Center for Hispanic Policy, Research and Development, formerly known as the Office of Hispanic Affairs. From 1975 to 1991, the Center's main function was to administrate funds awarded to local community-based organizations state-wide. With the name change, Vizcarrondo-De Soto claims that the office also performs research and development activities for Hispanics nationally and particularly in N.J.

Williams, G. (1994, August 13). Graduates highlight Latino unity through diversity. The Times, p.A8.

The Latino Leaders Fellowship Institute, co-sponsored by the New Jersey Center for Hispanic Policy, Research and Development, held its seventh annual graduation ceremony on Friday, August 12, at the Community Affairs buildings in Trenton. There were 15 college students who experienced on-the-job training and professional development workshops every Friday.

Magazine Articles on Center:

Juster, J. (1985, May). Our Hispanic Heritage. *New Jersey Business*, pp.22-26.

This article claims that by 1990, Hispanics will be the largest minority group in the U.S. Because of this growing group, Mike Garcia, Director of the Office of Hispanic Affairs, part of the Division of Community Resources, N.J. Department of Community Affairs, explains that the office provides grants to local Hispanic community-based organizations. Mike Garcia is also involved in a new group called HISPAC, that helps Hispanics get politically involved.

Center's Program Description and mission statement:

Armand, A. (memo, November 8, 1993). *Summary report on the status of various aspects of the Center*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Angie Armand (Executive Assistant of CHPRD) submits to Jim Alexander, Jr., the Director of Administration, a summary report on the status of different projects the Center administers. The projects include the administration of grants, the development of the Alumni Association of the Latino Leaders Fellowship Institute, the development of a quarterly newsletter, the continuation of data collection for the resource library, the preparation of the fiscal year 1995 budget, and meetings with the Advisory Committee members.

Center for Hispanic Policy. (memo, October 31, 1991). *Advisory Committee Purpose Document*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Due to the name change of the Center for Hispanic Policy, Research and Development (formerly known as the Office of Hispanic Affairs), this document states that the committee will be named the Advisory Committee for the Center for Hispanic Policy, Research and Development. The document provides a mission statement of the Advisory Committee, rules for membership, a description of meetings to be held, and a description of recommendations to be made by Advisory members. Attached to the document is a list of advisory board members and their addresses for the year of 1993. Also attached is a report of the minutes for focus group #4 held on January 11, 1993.

Center for Hispanic Policy. (memo, 1994). *General Office Procedures*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This document prepared by the Center for Hispanic Policy, Research and Development presents the Center's mission and purpose statement. The Center is to administer funds and provide technical assistance to Hispanic organizations, conduct research on the status of Hispanics in N.J., develop policies that will have a positive impact on Hispanics, enhance Center's visibility to public, create training initiatives, and develop inter-departmental contractual agreements to broaden services. Attached to this document is an organizational chart of the Center within the Department of Community Affairs and within the Center itself.

Office of Hispanic Affairs. (memo, 1984). *Description of Services*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This memo from the Office of Hispanic Affairs provides a list of descriptions of its services to the Hispanic community. These services include multi-service ranging from counseling to transportation services, youth services, administration training, and technical assistance. There is also a list of CBOs funded by the Office and the counties served by them.

Office of Hispanic Affairs. (memo, 1984). *Request for funding for fiscal year 1985*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

A brief historical account on the Office of Hispanic Affairs is included in the memo where the office is requesting funding for the fiscal year 1985. The Office was created by executive order in 1975 to better serve N.J. Hispanic community by providing technical and financial assistance to CBOs that deal with the Hispanic community. The Office of Hispanic Affairs provides services in the area of juvenile supervision, bilingual child development programs, assistance in economic development, and the expansion of multi-services within Hispanic agencies. A needs assessment statement directed to different areas like socio-economic factors is also illustrated in the memo. There are 19 different goals that the office wish to accomplish for 1985. Some of these include increasing support to CBOs, decreasing the problems of underdevelopment in Hispanic communities, and the continuation of government job referrals to qualified Hispanics, among other

issues. Along with the Office's historical accounts is the Office's requested funding level and a detailed explanation of it.

Office of Hispanic Affairs. (memo, 1986). *Work plan for FY 1986.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

The Office of Hispanic Affairs' work plan report illustrates the Hispanic population of areas within different counties in N.J. This illustration supports the view of the demanding needs of the growing Hispanic community in areas like employment, education, housing, and other. This reports also states the first government initiative to provide services to the Hispanic community in Fiscal Year 1971, when Governor Cahill provided \$250,000 in funds available for a "Special Impact" program. This was a predecessor of the present Office of Hispanic Affairs. The report continues to explain the office's activities as an agency in State Government for Hispanic issues and advocacy.

Office of Hispanic Affairs. (memo, 1990). *Expansion Request.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this expansion request the Office of Hispanic Affairs asks for an increase in staff and resources in order to meet its goals due to the increase of the Hispanic population in N.J. The Office proposes a name change --The Center for Hispanic Policy, Research and Development-- that will reflect the expansion of its services to the Hispanic community. This request also has an illustration of the Office's internal organizational chart and its internal budget.

Veguilla, C.E. (memo, 1975?). *Trainings and Seminars prepared by OHA.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

In this memo, Carlos E. Veguilla (Director of OHA) states that training in delivering effective service to the Hispanic community is necessary for those professionals involved in providing services. This memo provides a list of areas that will involve training.

Vizcarrondo-De Soto, M. (memo, 1992). *Annual Report 1992-1993.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Maria Vizcarrondo-De Soto (Director of CHPRD) presents an annual report for the year 1992 and 1993. The major projects of the Center include grant administration, policy development, research, workshops on program management and fundraising, community

relations, and administration within office. There is a list of priority areas included for the years 1993 and 1994. These include grant administration, research, development (expansion of programs), and community relations.

Vizcarrondo-De Soto, M. (memo, February 24, 1992). *Committee Role*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Vizcarrondo-De Soto explains to the Advisory Board Committee of the Center that she wishes to expand the committee's role beyond its current purpose. Not only is the committee to assist in making preliminary funding recommendations for grantees, but also the committee should provide support, guidance and recommendations on the Center's initiatives and policy development related to CBO's. Ms. Vizcarrondo-De Soto recommends a formulation of working groups or sub-committees to help address these areas. Attached to this memo is the Purpose Document for FY '90 for the Office of Hispanic Affairs' Advisory Committee.

Vizcarrondo-De Soto, M. (memo, June 3, 1992). *Scheduled Vacancy*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Maria Vizcarrondo-De Soto (Director of CHPRD) states that the transfer of a staff member within the Center into another department will have a negative effect on the operations of the Center due to the many duties the office has to accomplish. The duties include the grant administration, program development, training provided to CBO's, research, and other tasks. The workload has increased due to the increase of the Hispanic population in N.J. and its needs. Ms. Vizcarrondo requests a candidate that will quickly fill the projected vacancy.

Vizcarrondo-De Soto, M. (memo, January 14, 1994). *Questionnaire*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Maria Vizcarrondo-De Soto answers a questionnaire provided by the Center for Urban Studies at Wichita State University. This questionnaire helps to provide information on how states are dealing with Hispanic issues.

Center's Major Projects:

Bonilla-Santiago, G. (1993). *State of Affairs of Latinos in New Jersey*. Camden, N.J.: Center for Strategic Urban Community Leadership, School of Social Work-Camden Campus, Rutgers, the State University of N.J.

The Center for Hispanic Policy, Research and Development commissioned a published report entitled the *State of Affairs of Latinos in New Jersey*, edited by Gloria Bonilla-Santiago, PhD. This report is a study conducted by the Center for Strategic Urban Community Leadership (CSUCL), School of Social Work at Camden, Rutgers, the State University. This study evaluates the problems and issues that the Latino community face and how the Latino community based organizations, churches, and Latino leaders throughout the state of New Jersey deal with these concerns. The study concludes that there is a need for improvement in areas of education, health, employment, community development, housing, discrimination, immigration, emergency services, Political Empowerment, and Leadership representation in Policy Making Positions.

Bush, S.R. (memo, May 10, 1993). *Briefing Session: State of Affairs of Latinos in N.J.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Stephanie R. Bush, the Commissioner of the Department of Community Affairs, advises Governor Jim Florio that a briefing session is to be held before June 30, 1993 with cabinet members and legislators at DCA. The purpose of this session is to address the needs of the Hispanic community in areas that pertain to their departments. This session is a result of the findings in a study entitled "State of Affairs of Latinos in New Jersey" released by the Center for Hispanic Policy, Research and Development. This report was prepared by Rutgers University on behalf of DCA. The report stated that Hispanics needed assistance in housing, education, health and substance abuse, employment, and economic/community development.

Center for Hispanic Policy. (memo, 1991). *Latino Leaders Fellowship Institute*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This brochure on the Latino Leaders Fellowship Institute states that the Hispanic Fellow Leadership Institute, in partnership with the Hispanic Interns in Community Service, provides Latino college students an opportunity to gain work experience in a government job placement while receiving a weekly leadership training session.

Center for Hispanic Policy. (1991). [Progress Report: Hispanic Interns in Community Service Program]. *Unpublished Report*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This progress report prepared by Nelida Valentin (Program Development Specialist of CHPRD) gives an overview of the "Hispanic Interns in Community Service Program" for the years of 1988 through 1991. The internship program was developed after the findings in the *Where Are They?* report of 1987. The *Where Are They?* report focused on the status of Hispanics in New Jersey's government workforce. It was found that Hispanics were underrepresented as employees in government state service, especially in areas where policy-making decisions were made. As a result of these findings the "Hispanic Interns in Community Service Program" was developed to expose Hispanic college students to state government jobs as interns. The report continues to explain the internship's program administration, intern selection, cost of program, and the program's future direction. A new component was also added to the program entitled the "Hispanic Fellows Leadership Institute". This Leadership Institute consists of weekly leadership seminars within the ten-week internship. The progress report also presents the Leadership Institute Curriculum, a list of intern profiles, and two speeches made during the ceremony in 1991 by Martha Bahamon and Raymond Lopez (both interns).

Center for Hispanic Policy. (memo, August 16, 1991). *Library Resource Center and Bibliographic Data Base System*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

This memo illustrates two major changes within the Office of Hispanic Affairs. In the summer of 1991, there was a name change from the Office of Hispanic Affairs to Center for Hispanic Policy, Research and Development. Also, the Center's Resource Library and a Bibliographic Data Base System was established at the Center on Friday, August 9, 1991. The memo gives details on how the Resource Library and Bibliographic Data Base System was developed. Attached to this memo is a list of preliminary data base categories on Hispanics.

Center for Hispanic Policy. (1993). [State of New Jersey Hispanic Initiatives Directory]. *Unpublished Report*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

The Center for Hispanic Policy, Research and Development sent out a survey to state departments and quasi-independent agencies that consisted of questions regarding programs targeted at the Hispanic community in N.J. As a result of the survey, the Center produced

a report entitled the State of N.J. Hispanic Initiatives Directory that analyzes how the state of N.J. addresses the social, economic, and political needs of the Hispanic community. New Jersey's Latino demographic profile, current social, political and economic problems, policy formulations determined by the Center, and Center's conclusions are presented in this report. Included in the report are the various state departments and quasi-independent agencies that participated in the survey, their program description, and other information.

Cheezum, W.N. (memo, February 18, 1988). *Report "Where Are They: Hispanics in N.J. State Government."* Department of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

William N. Cheezum (Director of OHA) presents a report prepared by Nelida Valentin in 1987, that illustrates that the Hispanic population in N.J. nearly doubled in sixteen years, from 310,500 in 1970 to 609,000 in 1986. Though there has been an increase in population size, an increase in the opportunities for economic advancement have not occurred. This reports indicates that Hispanics are underrepresented among state employees. The purpose of this report is to encourage state agencies to develop strategies that will increase the number of Hispanics who will work in state government.

Cheezum, W.N. (memo, March 25, 1988). *OHA Recruitment Efforts.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

William N. Cheezum (Director of OHA) gives a description of recruitment efforts of the office. Mr. Cheezum states that the Office is in the process of implementing a Summer Internship Program to expose Hispanic students to career opportunities in State government. Other recruitment efforts involve the receiving and distribution of resumes from individuals seeking employment in State government, and the distribution of the Civil Service monthly job bulletins to Hispanic organizations and other interested parties.

Diaz, A. (memo, July 1994). *Latino Internship/Institute Alumni Directory.* Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Alicia Diaz (Director of the Center for Hispanic Policy, Research and Development) announces that the first Latino Internship/Institute Alumni Directory is completed. The directory includes the names of graduates of the Summer Internship Program from the years 1988 through 1993.

Perez, A.J. and Torres, S. (memo, October 15, 1992). *Alumni Association*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Arthur J. Perez and Steven Torres, Alumni of the Latino Leadership Fellowship Institute, advise their fellow colleagues of the formation of an alumni association. A meeting is to be held on November 20, 1992. Former and current students who have served as interns through the Center for Hispanic Policy, Research and Development will form the alumni association. The purpose of this association is to assure that the Latino Leadership Fellowship Institute will continue and expand.

Veguilla, C.E. (1970). [Report on Puerto Ricans in Jersey City]. *Unpublished Report*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

With the help of Reverend J.C. Faulkner, Carlos Veguilla, the future director of the Office of Hispanic Affairs, conducted a study on the status of Puerto Ricans in Jersey city, their needs, and then recommends what the State Government should do about it.

Vizcarrondo-De Soto, M. (memo, June 17, 1991). *Request for Programmatic Assistance*. Dept. of Community Affairs, Center for Hispanic Policy, Research and Development; Trenton, N.J.

Maria Vizcarrondo-De Soto (Director of OHA) is requesting technical assistance in automating the office's Hispanic Resource Library. She states that in the past four years the office have been collecting data on Hispanics in a variety of areas. The Hispanic Resource Library will serve as a central data center for Hispanic issues on a statewide level. Attached to this memo is a summary of the work plan for OHA's resource library system. It states that the summer of 1991 will see the establishment of the Hispanic Resource Library.

APPENDIX A

CHARTS

- An Advocate for Latinos on New Jersey: Functions and Partnerships
- Ensuring Self-Sufficiency for Latinos in New Jersey: Functions and Services
- Organizational Chart - 1996
- Appropriations Growth

An Advocate for Latinos in New Jersey

Enhancing Communication & Collaboration

State Government

- NJ Department of Community Affairs
- State Departments of Human Services, Health, Labor and Education
- State Legislature



Other Target Audiences

- Private Sector
- Corporations
- Foundations
- Community-Based Organizations (CBOs)

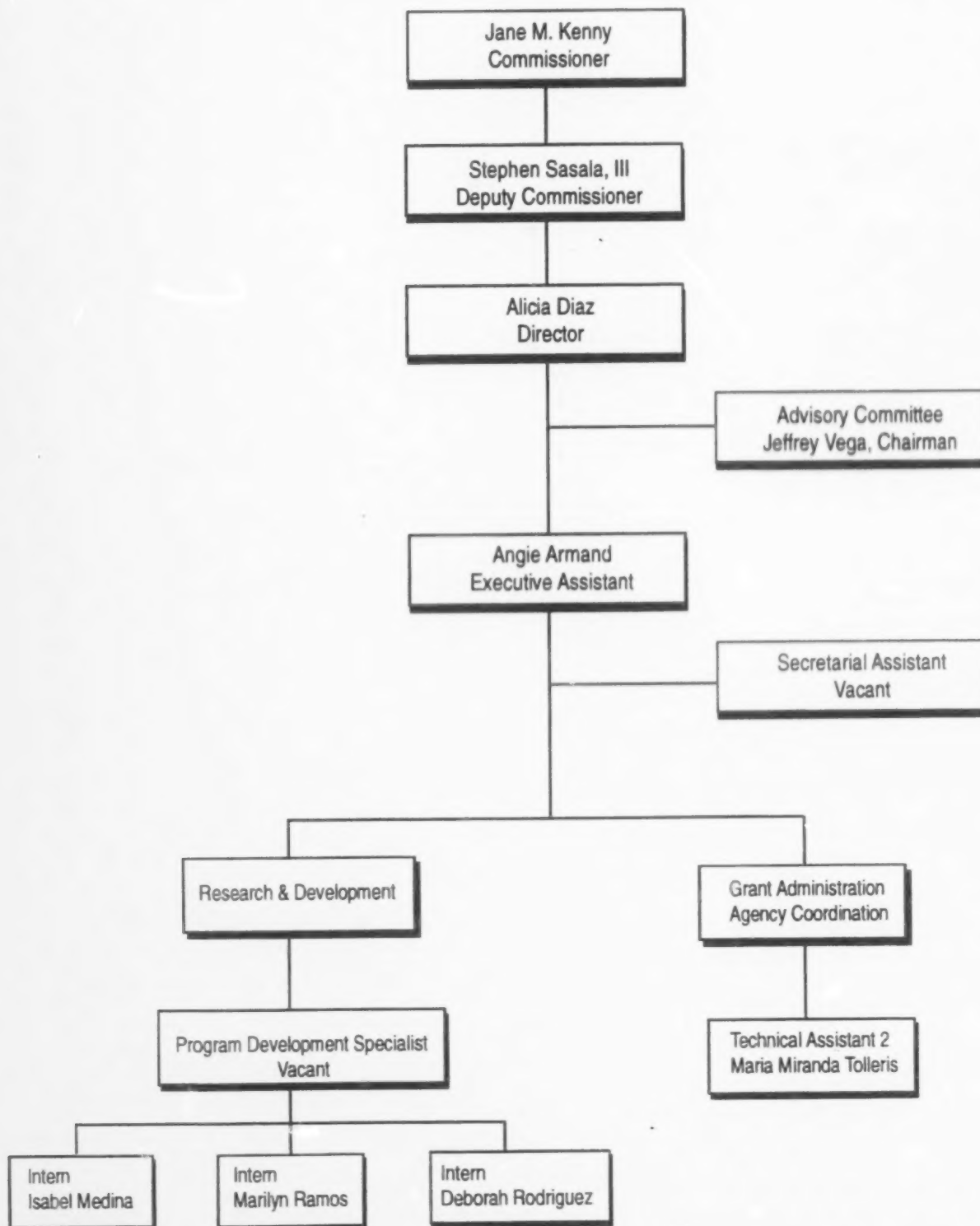
Key Functions

- Systems Advocacy
- Public Policy Recommendations
- Research
- Development
- Grants Management
- Information Clearinghouse
- Management Information Systems (MIS)

Ensuring Self-Sufficiency for Latinos in New Jersey



Center for Hispanic Policy, Research and Development (July 1997)
Organizational Chart



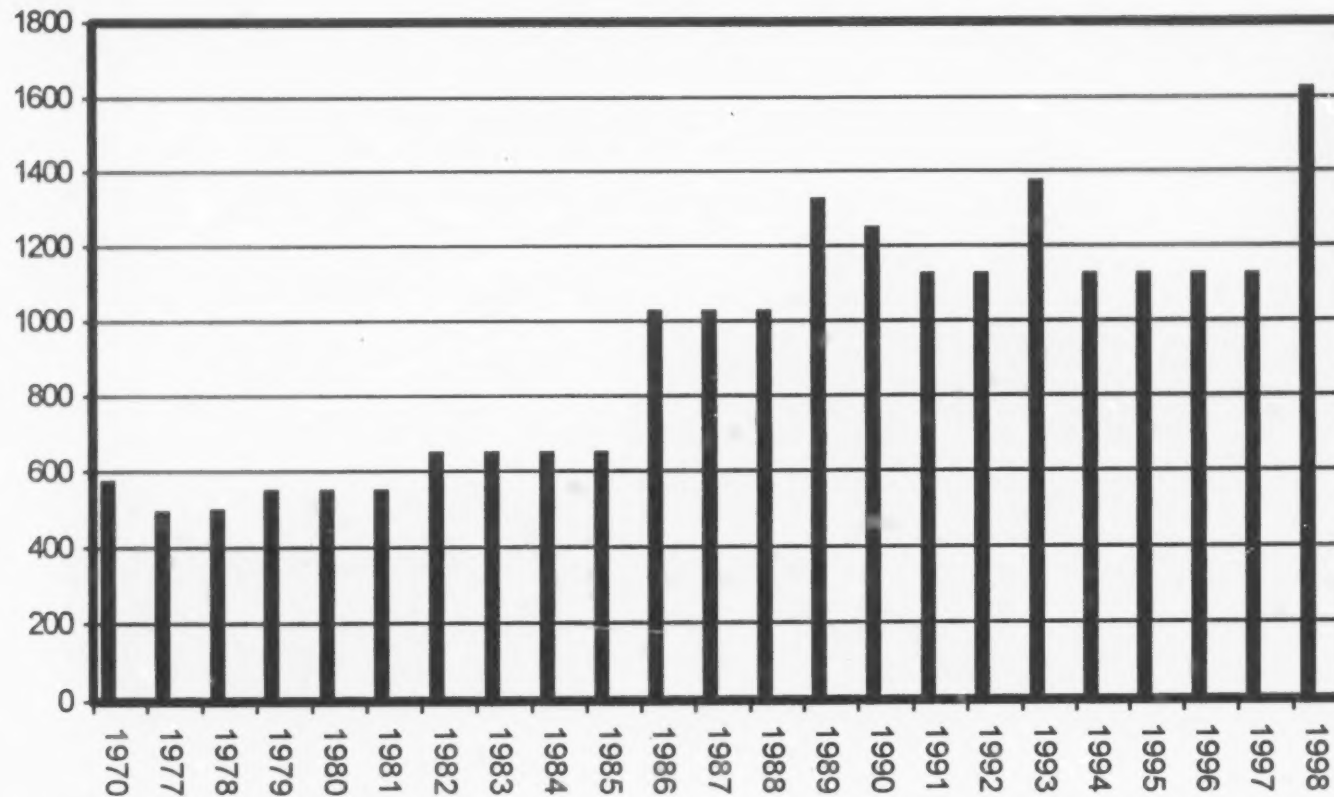
DCA STATE BUDGET REPORT (\$000)

Center for Hispanic Policy, Research, and Development (1994-1997)

Office of Hispanic Affairs (1970-1993)

APPROPRIATIONS GROWTH

Budget Amount



Fiscal Years (June 30-July 1)

Source: OLS, Local Government Section, Gerald Dowgin

Center for Hispanic Policy, Research & Development*

Directors

Carlos Veguilla	1975
Luis Garcia	1976
Jose Agosto	1977-1979
David Matos	1980-1981
Manuel Segura	1981-1983
Mike Garcia	1983-1984
Helena Perez	1984-1985
Ricole Algarin	1985-1986
Helena Perez	1986-1987
William Cheezum	1987-1990
Angie Armand/Acting Director	2/90 - 11/90
Maria Vizcarrando - De Soto	1990 - 1993
Angie Armand/Acting Director	1993
Alicia Diaz	1994-present

* Formerly known as the Office of Hispanic Affairs (OHA)

This report was developed by the Center for Strategic Urban Community Leadership under the leadership of Gloria Bonilla-Santiago, Ph.D., Associated Professor/Center Director

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